



**U.S. Army Research Institute  
for the Behavioral and Social Sciences**

**Research Report 1814**

**Combat Leaders' Guide (CLG): Leader Handbook 2003**

**Margaret S. Salter**  
U.S. Army Research Institute

**James H. Centric**  
Northrop Grumman Mission Systems

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**ZITA M. SIMUTIS  
Director**

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**Technical Review by**

Stephen C. Livingston, Northrop Grumman Mission Systems  
Richard E. Christ, U.S. Army Research Institute

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**Margaret S. Salter**  
U.S. Army Research Institute

**James H. Centric**  
Northrop Grumman Mission Systems

**Infantry Forces Research Unit**  
**Scott E. Graham, Chief**

**U.S. Army Research Institute for the Behavioral and Social Sciences**  
**5001 Eisenhower Avenue, Alexandria, Virginia 22333-5600**

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## FOREWORD

Over nearly twenty years, one of the products most requested from the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) has been a pocket-sized job performance aid called the *Combat Leaders' Guide (CLG)*. The ARI Infantry Forces Research Unit created the first edition of the CLG in 1985, followed in 1987, 1991, 1994 and 1997 by updated versions. The CLG has been formally printed and reprinted by ARI and by the U.S. Army National Guard.

*The Combat Leaders' Guide: Leader Handbook 2003* is the latest version of a prototype memory jogger to be used by trained Soldiers. The CLG is designed to assist in recall of the steps or procedures of selected common tasks. It was made to fit in a Soldier's cargo pocket. It is printed on water-resistant paper and is durable under most environmental conditions. The CLG supports unit readiness by providing leaders with doctrinally correct tactical and technical information in a quick, easy to access format.

The current product includes some new and some updated tasks. Earlier editions of the CLG have been distributed to thousands of Soldiers throughout the world, and it is in use in both Active and Reserve Component tactical units during deployments, at home station, and at the Combat Training Centers. It is also available at the ARI Website, [www.ari.army.mil](http://www.ari.army.mil).



FRANKLIN L. MOSES  
Acting Technical Director

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## COMBAT LEADERS' GUIDE: LEADER HANDBOOK 2003

### EXECUTIVE SUMMARY

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#### Research Requirement:

In 1985 the Training Technology Agency at the U.S. Army Training and Doctrine Command (TRADOC), requested that the Infantry Forces Research Unit of the U. S. Army Research Institute for the Behavioral and Social Sciences (ARI) develop a pocket-sized job performance aid to be used by trained military personnel under periods of fatigue and stress. The CLG was to be a reminder, a memory jogger to help them recall previously learned material. The resulting Combat Leaders' Guide (CLG) was developed, printed and reprinted many times. This report describes the history of the CLG, and describes and provides a copy of the most recently updated version.

#### Procedure:

Copies of the most recently published 1997 version of the CLG were taken to selected personnel at the Fort Benning U.S. Army Infantry School for their detailed review. Suggested changes were incorporated into the new guide, and a few new items were added. Field Manuals and other training documents were examined for potential new materials.

#### Findings:

The 2003 version of the CLG is, in many ways, identical to previous editions. Each reproduction tends to correct errors or incorporate changes to terminology from previous versions. In this version, some areas (e.g., the Operation Order) have been expanded for clarity. Others (e.g., the chart on fluid replacement during continuous operations) are entirely new. Basically, however, the CLG is as originally designed – a useful memory jogger for the trained Soldier.

#### Utilization of Findings:

A limited number of hard copy CLGs has been printed, and they will be distributed. There are many individuals and units that have asked to be added to a distribution list for copies of the CLG if ever it were to be reprinted in large numbers. The 2003 CLG will be sent to them. The present paper, with the CLG at Appendix A, will help others go to the web site so they can download and print their own copies.



# COMBAT LEADERS' GUIDE (CLG): LEADER HANDBOOK 2003

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## Combat Leaders' Guide (CLG): Leader Handbook 2003

### Introduction

In 1985, the Training Technology Agency at the U.S. Training and Doctrine Command (TRADOC) provided the initial funding for a prototype job performance aid modeled after the British Aide Memoir. The Infantry Forces Research Unit of the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) at Fort Benning, GA developed the resulting product, entitled the *Combat Leaders' Guide* (CLG). The intent of the undertaking was to make available a standardized job performance aid for previously trained Soldiers to use as a memory jogger. It was not designed as a training aid.

The contents of the CLG are the performance steps of basic tasks on which an individual has previously been trained but on which refreshers or reminders may be needed. Some steps may have been forgotten. Even simple tasks, when not performed on a regular basis, are potentially subject to procedural decay, especially over time. Also, performance may be degraded when a Soldier is fatigued, or under the stress of combat, or combat-like training. The CLG offers reminder materials in an easy-to-read, simple, quick reference format. The CLG is a generic guide that requires little updating, and is appropriate for Soldiers of any military occupational specialty or branch.

Although useful for leaders at any rank, the CLG is designed specifically for the small unit leader at squad or platoon level. Most tactics, techniques, and procedures learned in training are not included in the CLG, and only tasks that are not time sensitive are included. If the task must be memorized like a drill, and performed immediately, without time to look it up in a book, it is not included in the CLG. The CLG is a compilation of useful reminders and checklists, and can also be used as a classroom guide to assist an instructor in performance of teaching responsibilities.

### *Original Prototype CLG*

In 1985, ARI printed the original brown-covered CLG, *Combat Leaders' Guide: Rifle Platoon and Squad* (Winn, Evensen, & Salter, 1987b) as a test product. The CLG was based on an extensive front-end analysis of basic military tasks and missions. A list of over 450 combat tasks was examined to see if they would benefit from a job aid. From the original list, 195 tasks were formatted for the first CLG. The tasks were rewritten in simple terms, and placed in checklist or worksheet format for easy comprehension. The tasks were printed on waterproof paper, and the book included a calculator, and a pencil to be used in completing CLG checklists. Plastic pockets were included so new materials could be added to the Guide, and a clear plastic grid square was provided to assist in map reading. The follow-on *Authoring Guide* (Winn & Evensen, 1988) documented the clear decision rules used for task and format selection.

The authoring guide was intended to assist future developers in building new CLGs, or adding special materials tailored to their specific organizations, or unit missions.

Nearly 1300 copies of the first prototype CLG were distributed along with feedback questionnaires to officers and noncommissioned officers of all ranks from both the Active and Reserve Components (AC and RC). Additional review copies were provided to retired officers and training developers from various TRADOC schools. Some units used the CLGs as job aids during field exercises. Analyses and summaries from the returned questionnaires (nearly 50%) were reported in Evensen, Winn, and Salter (1988). The approval rate was very high and many of the original recipients requested additional copies (Salter, 1988).

In 1987, a gray covered *Combat Leaders Guide - Platoon Leaders, Platoon Sergeants and Squad Leaders* (Winn, Evensen, & Salter, 1987a) was printed. It incorporated many of the suggestions received on the first CLG, to include the recommendation that the original brown cover was too heavy. The new gray book was encased in a flexible plastic cover rather than the rigid plastic of the original. The solar powered calculator and the mechanical pencil, included with the first CLG, were also removed from this second version. The page numbering system was revised and made more user-friendly. The new book immediately received accolades, and a large number of requests came to ARI for some of the 2500 copies printed. Feedback from Soldiers suggested that a great part of the CLG's appeal was its compact size, with information in an easy to read quick reference modular format.

The CLG was beginning to enjoy such wide exposure that requests for the product came in from AC units in Korea and Germany. The RC units that received some of the original CLG shared them, and spread the information to other units and other states. The job aid was seen as particularly useful for National Guardsmen who, although well trained, have less practice time than AC units. Several military schools and Reserve Officer Training Corps programs also asked for copies to be used as job aids to support initial military training. Although ARI's intent had been to develop a prototype product, the prototype was so successful that it became an end itself. In 1990, the CLG was reprinted, as the previous supply had been totally exhausted. The second printing was again 2500 copies.

However, despite its obvious success, ARI was forced to cancel the CLG project after the second printing due to lack of sponsorship and funding. TRADOC was not willing to adopt the Guide as part of the doctrinal literature program. The unusual format (job aid, not a training aid and therefore without tasks, conditions and standards) and the fact that the materials in the CLG were derived from materials already in the doctrinal literature program became a issue. The generic nature of the book and its high unit cost (over \$10.00 per CLG) created an insurmountable problem. Although most military personnel liked the CLG, and recognized the need for it, no branch school was willing to become the proponent and assume the costs of updating and printing. From the time of the first CLG through the 1990 reprint of the 1987 version, ARI tried without success to find another agency to sponsor, fund, revise and publish the CLG.

### *The Impact of Operation Desert Shield and Desert Storm*

As more and more units, both AC and RC, began to deploy in the late summer of 1990 for Operation Desert Shield, ARI received an increasing number of requests for the CLG. Units requested multiple copies of the CLG, for leaders at all levels. Immediate requests came from Forts Stewart and Riley, and from units at Fort Benning, Georgia and the Mississippi Army National Guard (ARNG) called up in support of Desert Shield requested large quantities of CLGs to assist in support of their train-ups. Requests also came from Individual Ready Reserve units located at Fort Knox and from selected RC units called up for Desert Storm. Many of these units were specialty units (Military Police, Transportation, etc.) that knew they needed refreshers and job aids on basic tasks. After responding to these new requests, and to those from units already in Saudi Arabia, the ARI supply of CLGs was completely exhausted.

In response to the need articulated by the requests that continued to come in, ARI developed a new version of the CLG, and pre-tested it with surveys administered to Soldiers from the Georgia, Mississippi, and Louisiana ARNG during their mobilization training at the National Training Center (NTC). After they returned from the NTC, Soldiers from the Georgia Army National Guard were interviewed in small focus groups about the CLG and its potential uses. The new edition, revised and updated, was entitled *Combat Leaders' Guide: Leader Handbook* (Salter, 1993a). This book had fewer pages, and in response to Soldier requests, was fastened with circular rings to hold the pages together, replacing the screws of the original two versions. Incorporating user feedback and suggestions, some content was changed to make the book more useful. A few items inappropriate for the primary audience of platoon leaders and below were deleted; some additional material was incorporated. The revised materials, as suggested by the Soldiers of the Georgia, Mississippi and Louisiana ARNG, were evaluated by senior personnel from the Infantry School and from the Ranger Training Brigade at Fort Benning, GA. (See Salter, 1993b.) The new CLG, produced due to the demands of Operation Desert Storm, was given a tan cover to distinguish it from the two previous brown and gray versions. The original printing was for 5200 copies.

### *The U.S. Army National Guard Printing*

The CLG was proving so useful to the ARNG that in late 1993 the office of Fort Benning's Special Assistant to the Commanding General, Army National Guard quickly reprinted the *CLG: Leader Handbook*. The primary audiences for this reprint were the ARNG Infantry battalions, although state Officer Candidate Schools received many copies to be used in support of officer training. The CLG was instantly successful, even as printed on plain paper. Almost immediately it was reprinted for the ARNG on the special CLG paper, and continued to receive extensive distribution. As word spread that the Fort Benning ARNG office and ARI had copies, requests came in from worldwide locations, from both reserve and active duty units. The ARNG printing totaled over 20,000 copies, all funded by the ARNG.

When the supplies of the 1993 CLG were depleted, the CLG was once again updated and revised, with the assistance of the local ARNG office personnel. Personnel from throughout Fort Benning, especially within the Infantry School, reviewed this version for accuracy and content. The new version, *Combat Leaders' Guide: Leader Handbook 1994* (Salter, 1994) was a success. There were very few modifications to the earlier versions of the CLG although new materials were added to reflect changes in the kinds of operations in which Soldiers were participating. The new sections on Risk Assessment, Rules of Engagement, and Peacekeeping, encompassed stability operations and security operations. The 1994 CLG, again printed by the ARNG, was given a forest green cover. This version was reprinted, on plain paper, and distributed until supplies were again exhausted. The total number printed is unknown, but supplies were rapidly exhausted.

In 1997, the Fort Benning ARNG office and ARI together developed another updated version of the CLG. As before, Soldiers from throughout Fort Benning participated in the editing and correction process, to ensure accuracy and completeness. Very few changes were made, although some terminology and weapons capabilities were upgraded. Some charts and diagrams were edited for clarity, and some pages re-ordered to make the book more useful. The *Combat Leaders' Guide (CLG): Leader Handbook 1997* (Salter & Martin, 1997) was printed in hard copy, first on regular paper with a camouflage-type green and black cover and then on the special paper. The title and date show the continuity with the four previous books and the Fort Benning ARNG office provided funding.

Only a small number of CLGs were printed due to the high cost, but for the first time, the 1997 version of the CLG was made available on the Internet at the ARI Web Site, [www.ari.army.mil](http://www.ari.army.mil). According to ARI personnel who tracked Internet interest, the CLG had become the most often downloaded item on the ARI page. Several Soldiers called ARI with the intent of creating new CLGs, or recreating and then printing the existing one. According to comments from individual Soldiers, this proved too daunting a task, and little success was achieved. Throughout the next several years, all callers were referred to the Internet version, with suggestions as to how to download it, laminate selected pages, etc., to make it more user-friendly. Local reproduction was encouraged, and many units were provided the "how to print" information so that if successful at receiving funding, they could duplicate the CLG. (As far as is known, only the NTC was able to print its own CLGs; in the late 1980s they printed 1000 for internal use by the resident Opposing Force unit.)

#### *Description of the 2003 Update of the CLG*

Although requests for the CLG continued from 1997 on, in late 2002, ARI again began to receive a higher volume of messages asking for CLGs. Many were from individuals and units preparing for deployment. Fortunately, ARI was able to receive some funding to update and print the CLG to respond to the increasingly frequent appeals. Many requests came from units on peacekeeping missions; others began to



come in when operations started in Afghanistan and then Iraq. Review copies of the 1997 CLG were provided to personnel in the U.S. Army Infantry School, primarily to Soldiers in the Combined Arms and Tactics Department. They provided changes and suggestions for updates, always mindful of changing Army missions. The CLG received a careful edit, and was reviewed in detail by several former service members. Thus, in early 2003, the CLG again received an update, and a final printing of approximately 1800 copies.

A copy of *The Combat Leaders' Guide: Leader Handbook 2003* is provided at Appendix A. It will also be made available for download from the ARI website, [www.ari.army.mil](http://www.ari.army.mil). In its original hard copy, it is about 4" by 5 3/4", small enough to fit in the uniform cargo pocket. It has limited numbers of words per page, in relatively large black print. The tasks are presented usually in checklists or in stepwise sequence. There are a few charts and diagrams. The tasks described in the CLG are organized into sections, and provide simplified forms of materials found in the Soldier's Manuals. Although there is a table of contents and all pages are numbered, users can tab or reorder the pages based on their mission or specific job.

The pages of the original hard copy are made from water and tear resistant latex covered paper. The 2003 version of the CLG uses a commercially available paper called Rite in the Rain Writing Paper, available through Government sources and from its distributor at [www.RiteintheRain.com](http://www.RiteintheRain.com). The CLG has holes punched at the top end of each page, and 3/4" metal rings are inserted so the user can open and fold the book completely open upon itself. The rings also permit addition and deletion of pages to suit the user's needs. New pages can be created if needed, then laminated and inserted. As with previous versions, a clear pocket is included for insertion of new materials. There is also a plastic grid square with 1:50,000 and 1:25,000 gridlines. The square is used as an aid in map reading, or can be used as a straight edge. The inside back cover reproduces a Call for Fire Card; the inside front cover also contains a centimeter and an inch ruler. The 2003 CLG has 114 pages of text (printed front and back). In a departure from tradition, the 2003 CLG is printed on tan paper with tan covers.

### Status of the Combat Leaders' Guide

The CLG product provides a trained leader with the steps required to perform many common leader tasks in a quick reference, easy to read format. More than 50,000 CLGs have been distributed to Soldiers for use at home station, during deployments, and for use in field exercises, unit evaluations, and at each of the Combat Training Centers. The CLG has gone on stability and support operations, and has gone to war with Soldiers. Users have been supportive of and responsive to the CLG as evidenced by the continuing individual and unit requests received by ARI.

The potential drawbacks to the CLG remain much the same as they were in 1985. There will always be a certain amount of disagreement on the CLG's contents and the emphasis given to each subdivision within the Guide. General concurrence with a specific section often corresponds to the individual reviewer's current job

description or subject matter expertise. This issue has been resolved somewhat by limiting the substance of the CLG to a wide range of basic core skills and tasks. Where the audience for specific content would appear to be limited, it has been removed. The intent was always to provide a generic job aid that requires little updating, one that can be used by any Soldier in any job.

While the CLG has found devoted users across all ranks and functional areas, the intended primary target audience for the CLG is probably the company level leader and below, especially the platoon leader, the platoon sergeant and the squad leader. Battalion level Soldiers have other sources of information and staffs have ready access to job-specific manuals and publications. Instructors at any level may use the materials, however, as a hip-pocket job performance aid or as reference in a classroom setting. The CLG is easily adaptable, and can be used by personnel from combat arms, combat support, and combat service support units.

The CLG is still, after nearly 20 years, designated a prototype item, and although it is totally based on doctrinal materials, it is not a part of the doctrinal literature program. Local reproduction has always been both authorized and encouraged as the CLG is very expensive to produce, and will therefore always be in very limited distribution. Although there are no formal requirements for job performance aids for small unit leaders, requests persist for copies of the CLG from individuals and from units. The *Combat Leaders' Guide* obviously responds to a Soldier need.

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# COMBAT LEADERS' GUIDE (CLG)



## LEADER HANDBOOK

U.S. ARMY RESEARCH INSTITUTE  
FORT BENNING FIELD UNIT

2003

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INTRODUCTION	
The Combat Leaders' Guide is both an extract of doctrinal publications and a compilation of tactics, techniques and procedures (TTPs). It is principally designed as a pocket reference and memory-jogger.	
Some TTPs you have learned in training do not appear here. The material in this job aid comes from the doctrinal literature program.	
Laminate pages to be written on; remove, reorganize or tab pages based on your mission; insert other job aids, TTPs or standing operating procedures (SOPs) as needed.	

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11

BASIC RULES OF COMBAT	
	RULE
1	<b>SECURE</b> Use cover and concealment Establish local security/recon
2	<b>MOVE</b> Establish moving element/ move to position of advantage Gain and maintain initiative
3	<b>SHOOT</b> Establish base of fire/mutual support Kill/suppress the enemy
4	<b>COMMUNICATE</b> Inform all of what you expect
5	<b>SUSTAIN</b> Keep fight going/care for troops

1

1-2

1

WARNING ORDER (WARNO)	
1. Situation	_____
2. Mission	_____
3. General Instructions	_____
a. Special teams/task organization	_____
b. Common uniform/equipment	_____
c. Special weapons, ammo, equipment	_____
d. Tentative time schedule	_____
4. Special Instructions	_____

2

2-2

2

LEADING IN COMBAT	
1	Set the example
2	Lead from as far forward as you can
3	Lead from a position where your soldiers can see you/your vehicle
4	Lead from where you can control all elements physically or by radio
5	Move to influence the action
6	Make sound, quick decisions
7	Forcefully execute decisions
8	Use reverse planning sequence
Notes:	

1

1-1

1

TROOP LEADING PROCEDURE		
STEP	ACTION	✓
1	Receive mission	
2	Issue warning order (WARNO)	
3	Make tentative plan	
4	Initiate necessary movement	
5	Conduct reconnaissance	
6	Complete plan	
7	Issue orders	
8	Supervise and refine	
Notes:		

2

2-1

2

FACTORS OF METT-TC		
(FACTORS APPLY TO FR & EN)		
ITEM	FACTORS	✓
1	<b>MISSION</b>	
	Commanders' intent 1 and 2 levels up	
	Specified tasks	
	Implied tasks	
	Mission essential tasks	
	Limitations/constraints	
	Restated mission	

2

2-3

2

FACTORS OF METT-TC		
ITEM	FACTORS	✓
2	ENEMY	
	Disposition/composition	
	Strength	
	Recent activities	
	Weaknesses	
	Possible Courses of action (COAs) including identifying the most dangerous	
	Probable COAs including identifying the most likely	
	Reinforcement abilities	

2 2-4 2

FACTORS OF METT-TC		
ITEM	FACTORS	✓
3	TERRAIN & WEATHER (OAKOC)	
	Observation and fields of fire	
	Avenues of approach	
	Key terrain	
	Obstacles and movement	
	Cover and concealment	
4	TROOPS & SUPPORT AVAILABLE	
	Quality, training level, and psychological state of friendly troops	
	Availability of critical systems and joint support	
	Availability of combat, CS, and CSS assets	

2 2-5 2

FACTORS OF METT-TC		
ITEM	FACTORS	✓
5	TIME AVAILABLE	
	Time available for planning, preparing, & executing mission (use 1/3-2/3 rule)	
	Tasks assigned to unit	
	Enemy/adversary capabilities	
	NOTE: Planning times include preparation of combat orders, inspections, rehearsals, and movement to line of departure	

2 2-6 2

FACTORS OF METT-TC		
ITEM	FACTORS	✓
6	CIVIL CONSIDERATIONS	
	Civilian populations, culture, organizations, and leaders within area of operations (AO)	
	Natural environment	
	Cultural elites	
	Civilian political, economic, and information matters	
	Civilian activities	
	Civilian attitudes	
	Note:	

2 2-7 2

ESTIMATE OF SITUATION	
1.	MISSION ANALYSIS
	a. Mission and intent of commander two levels up
	b. Mission and intent of immediate commander
	c. Assigned tasks and purpose (specified and implied tasks)
	d. Constraints and limitations
	e. Mission essential tasks
	f. Restated mission
	g. Tentative time schedule

2 2-8 2

ESTIMATE OF SITUATION	
2.	ESTIMATE OF SITUATION AND DETERMINE COURSES OF ACTION
	a. Terrain and weather - effects on personnel and equipment
	Terrain - OAKOC
	Weather - visibility, trafficability, mobility, survivability
	b. Enemy situation and most probable course of action
	Composition
	Disposition
	Recent Activities
	Capabilities
	Weaknesses
	Most probable COA based on doctrine/situation

2 2-9 2

ESTIMATE OF SITUATION		
c. Friendly situation	Troops available	
	Equipment available	
	Time available	
	d. Friendly COA (repeat for EA COA)	
	Decisive point and time to focus your combat power	
	Results that must be achieved	
	Purposes and tasks of main and supporting efforts	
	Task organization to accomplish the mission	
	Necessary control measures	
	e. Prepare a COA statement and sketch	

2

2-10

2

ESTIMATE OF SITUATION				
4.	COMPARE COURSES OF ACTION CONSIDERING HOW WELL THE COA:	1	2	3
	a. Supports scheme of maneuver			
	b. Helps command & control (C2)			
	c. Concentrates combat power at the decisive point			
	d. Has forces providing mutual support			
	e. Responds to maneuver elements and reserve			
	f. Exploits enemy weaknesses			
	g. Reduces potential impact of adverse weather			

2

2-12

2

ESTIMATE OF SITUATION				
4.	COMPARE COURSES OF ACTION CONSIDERING HOW WELL THE COA:	1	2	3
	p. Uses all headquarters			
	q. Reduces, not expands, normal combat service support (CSS)			
5.	DECISION			

2

2-14

2

ESTIMATE OF SITUATION		
3.	ANALYZE COURSES OF ACTION	
	a. Mission-specific factors	
	Mission essential tasks	
	Commander's intent	
	Relative effectiveness	
	Logistic support	
	b. General factors	
	Characteristics of offense and defense (as applicable)	
	Factors of METT-TC	
	Weapon utilization	
	c. Conduct wargame of most likely & most dangerous courses of action	

2

2-11

2

ESTIMATE OF SITUATION				
4.	COMPARE COURSES OF ACTION CONSIDERING HOW WELL THE COA:	1	2	3
	h. Uses best avenue of approach			
	i. Provides adequate maneuver space			
	j. Maximizes observation and ranges of weapon systems			
	k. Provides cover and concealment			
	l. Considers obstacles			
	m. Controls key terrain			
	n. Helps speed of execution			
	o. Does not require adjustment of unit positions			

2

2-13

2

OPERATION ORDER		
Operation order (OPORD) - Directive by commander to his subordinates to coordinate execution of an operation. Stated in 5 paragraphs.		
1.	SITUATION. Provides overview of general situation. Explains what enemy is doing, what your higher and other friendly units are doing, and what units are attached and detached to and from your unit. Includes enemy's most likely and most dangerous courses of action.	
	a. Enemy forces:	
	b. Friendly forces:	
	c. Attachments and detachments:	

2

2-15

2





ACTIONS BEFORE MARCH		
STEP	ACTION	✓
1	Give warning order (WARNO)	
2	Select quartering party NCO and send to team command post	
3	Recon route from assembly area (AA) to start point (SP)	
4	Record time from AA to SP	
5	Adjust departing time from AA to arrive at SP on time	
6	Have crews perform precombat checks	
7	Have vehicle commanders report their status	
8	Give march order to vehicle commanders	

3 3-1 3

DUTIES OF QUARTERING PARTY		
STEP	ACTION	✓
1	Inspect intended assembly area for enemy NBC/mines	
2	Secure PLT area until platoon arrives	
3	Establish and maintain communications	
4	Clear or mark obstacles	
5	Select general location of vehicle positions; mark places	
6	Select covered/concealed route to release point (RP); meet PLT	
7	Guide platoon into area	
8	Brief platoon leader	

3 3-2 3

MARCH ORDERS		
1.	Destination (map) _____	
2.	Route of march (map) _____	
3.	Location of start point (SP), critical midpoints, and release point (RP) (map) _____	
4.	SP time _____	
5.	March interval (meters) _____	
6.	March speed (mph/kph) _____	
7.	Catch up speed (mph/kph) _____	
8.	Time and location of scheduled halts _____	
9.	Time unit leaves present position _____	
10.	Order of march _____	

3 3-3 3

ACTIONS DURING MARCH		
ITEM	ACTION	✓
1	Arrive at SP on time at march speed with proper march interval	
2	Maintain ground and air security	
3	Observe vehicle sectors of responsibility	
4	Report SP, critical points, RP (unless under radio listening silence)	
5	If under radio listening silence - use hand and arm, flag, or flash-light signals	

3 3-4 3

ACTIONS AT HALTS		
ITEM	ACTION	✓
1	Pull to side of route - maintain order	
2	Establish/maintain security	
3	Move disabled vehicles off road - post guides to direct traffic	
4	Maintain observation/contact with other vehicles	
5	Report status	
6	Take appropriate actions/repair vehicles if possible	

3 3-5 3

ACTIONS AT ASSEMBLY AREA		
ITEM	ACTION	✓
1	Follow guides into preselected secure positions	
2	Clear release point without stopping or bunching vehicles	
3	Emplace/maintain security/OPs	
4	Conduct fire planning	
5	Notify higher of arrival based on plan/coordinate with other units	
6	Check/adjust positions; camouflage positions	
7	Start maintenance/resupply/rearming	
8	Prepare/rehearse reaction plan	

3 3-6 3

PREPARATION FOR ATTACK		
TASK	ACTION	✓
1	Issue warning order	
2	Move to assembly area	
3	Perform communications check	
4	Check weapons	
5	Check key equipment	
6	Rehearse critical tasks	
7	Recon routes to line of departure (LD)/objective (OBJ)	
8	Issue operation order	
9	Resupply, rearm, refuel	
10	Coordinate w/higher, supporting, adjacent units	
11	Rehearse	
12	Conduct PMCS as required	
13	Check/integrate attachments	

4 4-1 4

CONSOLIDATION		
STEP	ACTION	✓
1	Eliminate all remaining enemy resistance on objective	
2	Occupy hasty positions/prepare for counterattack	
3	Bring up base of fire element	
4	Prepare for a counterattack	
5	Position key weapon systems	
6	Develop quick fire plan	
7	Prepare range cards	
8	Begin planning to continue attack (map recon, orders)	
Notes:		

4 4-3 4

REORGANIZATION		
STEP	ACTION	✓
4	Prepare for next mission	
	Relocate weapons & positions Reoccupy & repair positions Repair obstacles & mines Repair & maintain equipment	
Notes:		

4 4-5 4

PREPARATION FOR ATTACK		
TASK	ACTION	✓
14	Check NBC situation/confirm MOPP status	
15	Inspect troops	
16	Inspect vehicles	
17	Feed troops	
18	Rest troops	
19	Move to LD	
Notes: Several steps may occur concurrently.		

4 4-2 4

REORGANIZATION		
STEP	ACTION	✓
1	Reestablish chain of command	
	Restore communications with higher, adjacent, FSO	
	Report status: ACE (Ammunition/Casualties/Equipment)	
	Request resupply as needed	
2	Reestablish security/preparation for counterattack	
	Remain key weapons	
	Redistribute ammunition, supplies, equipment as needed	
3	Clear objective of casualties & enemy prisoners of war	
	Treat, evacuate, process	

4 4-4 4

DEFENSIVE PRIORITY OF WORK		
STEP	TASK	✓
1	Establish local security	
2	Position key weapons & vehicles	
3	Position squads/assign sectors	
4	Make communications checks	
5	Coordinate with adjacent units for interlocking sectors	
6	Clear fields of fire	
7	Prepare range cards	
8	Prepare squad and platoon sector sketches	
9	Site final protective line (FPL), final protective fires (FPF), and priority targets	

5 5-1 5

DEFENSIVE PRIORITY OF WORK		
STEP	TASK	✓
10	Prep fighting positions	
11	Emplace mines and obstacles	
12	Establish fire control measures	
13	Assign alternate and supplementary battle positions	
14	Take NBC protective measures	
15	Improve primary positions	
16	Prep alternate then supplementary positions	
17	Establish sleep/rest plan	
18	Recon supply/evacuation routes	
19	Rehearse actions on contact	
20	Stockpile ammunition/food/water	
21	Continue to improve positions	

5

5-2

5

DEFENSE PLANNING OUTLINE		
7.	Evacuation procedures for friendly casualties	
8.	Place to take EPW	
9.	Special signals to use	
10.	On-order mission for platoon/squad	
11.	Position and mission of units on flanks	
12.	Position and mission of units in the rear	

5

5-4

5

COORDINATION CHECKLIST		
STEP	ITEM	✓
8	Patrols - size, type, times of departure/return and routes	
9	Fire support planned	
10	Location, activities and passage plan for scouts and other units forward of platoon position	
11	Signals for fire/cease fire and any emergency signals	
12	Engagement and disengagement criteria	
13	Location of coordination points	

5

5-6

5

DEFENSE PLANNING OUTLINE		
1.	Commander's intent	
2.	Platoon/squad mission	
3.	Position in company defense	
4.	Sectors of fire/EAs/TRPs	
5.	Fire support available	
6.	Evacuate/destroy procedures for damaged vehicles	

5

5-3

5

COORDINATION CHECKLIST		
STEP	ITEM	✓
1	Location of leaders	
2	Location of primary, alternate, and supplementary positions	
3	Sectors of fire of machine guns, anti-armor weapons & subunits	
4	Route to alternate and supplementary positions	
5	Location of dead space between platoons and squads and how to cover it	
6	Location of OPs and withdrawal routes back to the platoon or squad position	
7	Location and types of obstacles and how to cover them	

5

5-5

5

ESTABLISH OBSERVATION POST		
ITEM	ACTION	✓
1	Select site with cover & concealment and overlapping sectors	
2	Designate OPs & security force Establish reporting procedures Establish withdrawal plan with procedures and routes	
3	Prepare to call for/adjust indirect fire; use binoculars/NODs; navigation tools and communications equipment	
4	Conduct surveillance - name observer, recorder and security Search, identify and report personnel, vehicles, etc. Use overlapping sectors of observation	
5	Change observers every 20-30 minutes as situation permits	

5

5-7

5

FIGHTING POSITION GUIDELINES		
ITEM	DESCRIPTION	✓
1	<p>Protection - adequate to cover enemy weapons</p> <p>Position - provide cover &amp; concealment - ensure can't be seen</p> <p>Fill sandbags 3/4 full</p> <p>Revet excavations in sandy soil</p> <p>Check stabilization of wall bases</p> <p>Inspect daily, especially after rain and after direct/indirect fires</p> <p>Maintain, repair, improve</p> <p>Use proper material, correctly</p>	
2	<p>Site to engage the enemy</p> <p>Select best position, cover dead space, use maximum effective range &amp; provide interlocking fires</p> <p>Priority to effective weapon system use; METT-TC dependent</p>	
3	<p>Prep by stages with inspection</p> <p>Improvement is progressive</p>	

<b>BUILD FIGHTING POSITION</b>	
<b>STAGE</b>	<b>ACTION</b>
<b>1</b>	<b>Establish position:</b> Leader check fields of fire, soldier emplace sector stakes Position log or sandbag between stakes Scoop out elbow holes Position limited visibility aiming stakes Trace outline on ground Clear fields of fire Leader inspects position
<b>2</b>	<b>Emplace walls:</b> 1 helmet distance from hole to start of cover Front wall 2-3 sandbags high by 2 M16s long for 2-man position Flank wall same height, 1 M16 long; rear wall 1 sandbag high by 1 M16 long Stakes required to hold logs Leader inspects position

BUILD FIGHTING POSITION	
STAGE	ACTION
3	<u>Dig the position:</u> Throw and pack dirt Armpit deep Parapets filled - camouflaged Grenade sumps dug/floor sloped Rucksack storage optional Leader inspects position
4	<u>Overhead cover:</u> Camouflage blended, can't be detected at 35 meters Logs placed over center front-to-rear Waterproof - plastic bags or ponchos placed over top 6"- 8" of dirt/sandbags on top Overhead cover/bottom camouflaged Leader inspects position

RANGE CARD PREPARATION		
Make card and copy for each primary, alternate, and supplementary position		
STEP	ACTION	
1	Draw symbol for weapon/position in center of circle	
2	Draw/label left/right sector limits	
3	Determine range value for each circle by dividing range to most distant terrain feature by number of circles and label card	
4	Draw final protective lines/principal direction of fire	
5	Draw and number TRPs, RPs and possible EAs as ordered	
6	Show dead space areas and label	
7	Draw maximum engagement lines	
8	Draw terrain features and mark weapon reference point from terrain or grid	

RANGE CARD PREPARATION		
STEP	ACTION	✓
9	Fill in data section	
	Identify primary, alternate or supplementary position	
	Date & time range card complete	
	Identify weapon/vehicle	
	List left/right limits, TRPs, reference points in numerical order	
	Show gun elevation (mils), ammunition, range (meters) to limits, TRPs & reference points, describe objects	
10	Fill in weapon reference data (description, grid, magnetic azimuth, distance from weapon to position) in remarks	
11	Fill in marginal information, not higher than company and direction of magnetic north arrow	

[illegible]

### RANGE CARD PREPARATION

**STANDARD RANGE CARD**  
For use by the platoon leader to prepare range cards for the platoon

Scale: 1 inch = 100 feet (or 1:100)

Point	Range	Direction	Remarks
1	100	090	Machine gun position
2	200	090	Machine gun position
3	300	090	Machine gun position
4	400	090	Machine gun position
5	500	090	Machine gun position
6	600	090	Machine gun position
7	700	090	Machine gun position
8	800	090	Machine gun position
9	900	090	Machine gun position
10	1000	090	Machine gun position

5                      5-14                      5

### SECTOR SKETCH PREPARATION

Make card and copy for each primary, alternate and supplementary position

ITEM	ACTION	✓
1	Draw your unit sector or EA	
2	Draw main terrain features in sector(s) and range to each	
3	Draw subunit positions	
4	Draw subunit primary and secondary sectors of fire	
5	Draw weapon positions with primary sectors of fire for each	
6	Draw maximum engagement line for each weapon/ammunition	
7	Draw machine gun/cannon final protective lines or principal direction of fire	
8	Draw location of CP/OP	
9	Draw TRPs and RPs in sector	

5                      5-15                      5

### SECTOR SKETCH PREPARATION

ITEM	ACTION	✓
10	Draw mines/obstacles	
11	Draw indirect fire target locations/final protective fire locations	
12	Draw and label dead space	
13	Draw patrol routes	
14	Draw locations, sector of fire of other weapons in your sector	
15	Draw location of NODs for use in limited visibility plan	
16	Place your unit ID, date-time group prepared, and magnetic north arrow on sketch (pencil)	

Notes:

5                      5-16                      5

### SECTOR SKETCH PREPARATION

5                      5-17                      5

### OCCUPATION OF A BATTLE POSITION (BP)

STEP	ACTION	✓
1	Move to turret-down position on BP	
2	Keep rest PLT in hide position(s)	
3	Recon primary, alternate & supplementary positions	
4	Designate general location of primary positions; move platoon	
5	Designate primary sectors of fire/EA/TRP	
6	Designate alternate and supplementary positions, sectors of fire/EA/TRP	
7	Coordinate w/blank/adjacent units OPs/patrols Observation and fields of fire Positions/routes of withdrawal	
8	Report situation to CO/TM CDR	
9	Improve position; plan routes to next BP	

5                      5-18                      5

### FIGHTING FROM A VEHICLE BATTLE POSITION (BP)

STEP	ACTION	✓
1	Determine targets to engage	
2	Determine methods of target engagement	
3	Send contact and spot report	
4	Issue platoon fire commands	
5	Call for indirect fire as needed	
6	Send SPOT reports	
7	Move to subsequent BP	
8	Keep CO/TM CDR informed of situation and location	
9	Organize to fight from BPs	

5                      5-19                      5

FIRE DISTRIBUTION AND CONTROL		
ITEM	PRINCIPLE	
1	Engage critical targets first; engage laterally and in depth	
2	Avoid target overkill	
3	Use fire distribution Incorporate indirect fires Use each weapon in its best role	
4	Destroy most dangerous targets first, considering range, terrain and weapon capability	
5	Concentrate on long range targets if possible, to gain standoff advantage	
6	Take best shots; expose only systems actually needed	
7	Control firing; conserve ammunition if possible	
8	Avoid fratricide	
9	Engage different threats simultaneously	

5

5-20

5

PHYSICAL SECURITY		
STEP	ACTION	✓
1	Conduct patrols	
2	Conduct stand-to (general)	
	Troops ready	
	Vehicles topped off/loaded/ready	
	Basic load of missiles/ammo	
	Weapons loaded/ready	
	Radioes on/checked	
	Conduct stand-to (evening)	
	Emplace vision block covers/turn internal lights off	
	Ready driver's night vision viewer	
	Test panel control lights/thermal sights	
	Prepare NVGs/NODEs	

5

5-22

5

DEFENDING DURING LIMITED VISIBILITY		
ITEM	ACTION	✓
1	Employ long range STAND equip (sensors, NODEs, etc.)	
2	Coordinate any movement outside battle position boundaries with higher and adjacent units	
3	Redeploy some units/weapons to concentrate along dismounted avenues of approach	
4	Employ scouts, OP, patrols, ambushes, and armor killer teams forward on secondary AA and between positions	
5	Employ nuisance obstacles and early warning devices along likely night approaches	

5

5-24

5

CAMOUFLAGE		
STEP	ACTION	✓
1	Prepare individual/equipment	
2	Consider position from enemy viewpoint	
	Use natural concealment/blend	
	Reduce shine and movement	
	Observe from prone position	
	Don't skyline when moving	
3	Inspect the following areas	
	Individuals/fighting positions	
	Vehicles and routes in and out	
	Noise/light discipline plan	
	Camouflage nets	
4	Break up vehicle silhouettes - use nets	
5	Reduce glare and signatures	
6	Reduce vehicle noise	

5

5-21

5

PHYSICAL SECURITY		
STEP	ACTION	✓
	Check all batteries	
	Upload weapons/ammunition	
	Inspect vehicle position to ensure no light is visible after dark	
4	Conduct silent watch	
	Assign sectors for surveillance	
	Use manual, battery, or auxiliary vehicle power when possible	
	Use radio listening stance	
	Rotate troops using thermal sight(s)	
	Lay guns on primary AAs/EAs	
	Post local security	
	Assign sectors/observe sectors	
	Adjust position(s) closer to vehicle(s) at night	

5

5-23

5

DEFENDING DURING LIMITED VISIBILITY		
ITEM	ACTION	✓
6	Plan required movement of weapons, units, and massing of fires on enemy approaches	
7	Rehearse movement of weapons, units, and massing of fires on enemy approaches	
8	Reposition weapons to take advantage of differences between enemy and friendly STAND devices	
9	Plan illumination on or behind engagement areas to silhouette enemy	

5

5-25

5



DEFENDING DURING LIMITED VISIBILITY		
ITEM	ACTION	✓
10	Move TRPs and/or EAs closer to defensive positions or move weapons closer to them-use METT-TC	
11	Commence adjustments to defensive organization before dark	
12	Complete return to daylight positions before dawn	
13	Move closer to avenue(s) of approach you guard during bad weather	
14	Be aware that sensors and radar may still penetrate bad weather	

5

5-26

5

FUNDAMENTALS OF DELAY		
ITEM	ACTION	✓
1	Centralized control and decentralized execution	
	Maintain enemy contact	
	Coordinate flank security	
2	Maximize OAKOC	
	Observation and fields of fire	
	Avenues of approach	
	Key terrain	
	Obstacles and movement	
	Cover and concealment	
3	Force enemy to maneuver/deploy	
	Use snipers, ambushes to slow enemy forces	
	Trade space for time	
4	Use obscuration smoke or night moves to cover withdrawing forces	

6

6-1

6

FUNDAMENTALS OF DELAY		
ITEM	ACTION	✓
5	Use obstacles	
	Natural and reinforcing	
	Cover by observation/fire	
6	Maintain enemy contact	
	Keep enemy in sight	
	Observe and adjust fires	
7	Keep free to maneuver	
	Avoid decisive engagement	
	Displace to next position. Move less engaged forces first, more heavily engaged forces move under cover of security force	
8	Missions: delay in sector or forward of a line or position for specified time	
9	Assign sectors for each committed unit/avenue of approach	
10	Each unit sets up own security	

6

6-2

6

DISENGAGEMENT PLANNING	
1. Scheme of maneuver	_____
2. Time of disengagement	_____
3. Priority of disengagement	_____
4. Location of new positions	_____
5. Size and composition of advance parties	_____
6. Size and composition of overwatch forces	_____
7. Location of overwatch forces	_____
8. Combat service support	_____

7

7-1

7

DISENGAGEMENT ACTIONS		
ITEM	ACTION	✓
1	Deceive the enemy with smoke, patrols, fires, radio transmissions	
2	Use overwatch elements to keep enemy pressure off disengaging forces	
3	Maintain OPSEC/COMSEC	
4	Recon/prepare routes	
5	Recon/prepare new positions	
6	Plan to move wounded	
7	Plan to move equipment	
8	Move CSS early	
9	Move during limited visibility	
10	Use obstacles to slow enemy	

7

7-2

7

PASSAGE OF LINES COORDINATION	
(MECH)	
1. Disposition of the stationary force	
2. Contact points	
3. Select routes	
4. Size of passage lanes	
5. Attack position (forward move)	
6. Assembly area (rearward move)	
7. Initial location	
8. Time of transfer of responsibility	
9. Traffic control/guides	
10. Communications/call signs/frequencies	
11. Supporting fires	
12. Recognition signals	
13. CS/CSS	
14. Execution	
(LIGHT)	
1. Ask for chg to previous coordination	
2. Known or suspected enemy	
3. Fire & barrier plan	
4. Actions on contact	
5. What type support provided	

7

7-3

7



WITHDRAWAL UNDER ENEMY PRESSURE		
ITEM	ACTION	✓
1	Withdrawal principles	
	CO CDR controls sequence of PLT withdrawals/PLT LDR controls squad movements	
	Execute initiate break contact drill using fire, maneuver, overwatch, obscuration	
2	Disengagement technique based on enemy status, terrain, available covering fires	
	Simultaneous when overwatch is present; by teams; thinning the lines	

7 7-4 7

WITHDRAWAL UNDER ENEMY PRESSURE		
ITEM	ACTION	✓
3	Maintain base of fire	
	Move AT weapons/tanks back first against enemy mounted attack	
	Use Infantry in close terrain/limited visibility against dismounted enemy	
4	Plan for/execute	
	Scheme for maneuver	
	Time of withdrawal	
	Location of new positions	
	Size/make-up of advance party/overwatch forces	
	Battle/overwatch positions	
	Routes/checkpoints	

7 7-5 7

WITHDRAWAL UNDER ENEMY PRESSURE		
ITEM	ACTION	✓
	Remount point(s)	
	Evacuation of wounded	
	Evacuation of equipment	
	Priorities	
	Obstacles	
	Items to destroy	
Notes:		

7 7-6 7

WITHDRAWAL NOT UNDER ENEMY PRESSURE		
ITEM	ACTION	✓
1	Withdrawal principles	
	Speed/stealth/deception	
	At night/in reduced visibility	
	As part of a larger force to perform another mission	
2	For platoon as the company security force:	
	Cover entire company area	
	Reposition squads/weapons to cover withdrawal	
	Place 1 squad's key weapons in each platoon position to cover most dangerous AA	
	CO XO or PLT LDR is security force leader	

7 7-7 7

WITHDRAWAL NOT UNDER ENEMY PRESSURE		
ITEM	ACTION	✓
3	Forward security force made up of 1 squad/1MG team/2 AT-4s	
	Squad leader left in position is platoon security leader	
	Reposition squad to cover platoon withdrawal and PLT area	
	CP security force CDR controls PLT security force during withdrawal	
4	Security Force	
	Conceals withdrawal	
	Deceives enemy - keeps up normal operating patterns	
	Provides covering fire if enemy attacks	
	Withdraw when company is at next position or as ordered	

7 7-8 7

WITHDRAWAL NOT UNDER ENEMY PRESSURE		
ITEM	ACTION	✓
	Receives withdrawal order by radio codeword	
	Uses company plan to withdraw	
	Reassembles to move to rear	
	If under attack, conducts fire and maneuver to rear until they break contact	
5	Quartering party:	
	Send ahead before withdrawal	
	P&G and guide per each squad	
	Recon and select positions/sectors/routes/OP for platoon	
	Meets/guides platoon into position	
	P&G meets/briefs PLT LDR on position/situation	

7 7-9 7

WITHDRAWAL NOT UNDER ENEMY PRESSURE		
ITEM	ACTION	✓
6	Company OPORD contains:	
	Time withdrawal will start	
	Location of PLT/CO assembly area and routes between	
	Platoon mission(s) upon arrival	
	Size/organization/CDR of security force	
	Next company/platoon mission	
7	Platoon leader plans:	
	When his withdrawal starts	
	Location of squad/PLT assembly areas and routes between	
	Squad missions on arrival	
	Size/organization/CDR of security force	
	Next platoon/squad mission(s)	

7 7-10 7

RELIEF IN PLACE		
ITEM	ACTION	✓
1	Incoming leader recon area	
2	Incoming and outgoing leaders coordinate	
3	Exchange liaison personnel	
4	Coordinate positions of weapons and vehicles	
5	Exchange range cards and fire plans	
6	Exchange relief or organic fire support elements	
7	Coordinate obstacles locations	
8	Transfer responsibility for minefields	
9	Coordinate routes into and out of positions	
10	Coordinate vehicle guides	

7 7-11 7

RELIEF IN PLACE		
ITEM	ACTION	✓
11	Transfer excess ammo, POL, and other material to incoming unit	
12	Coordinate communications during relief	
13	Coordinate enemy situation and intelligence	
14	Coordinate sequence of relief	
15	Coordinate time of change of responsibility for the area	
Notes:		

7 7-12 7

PATROL PLANNING STEPS		
STEP	ACTION	✓
1	Identify actions on objective then plan backward	
2	Analyze mission in accordance with factors of METT-TC	
3	Task organize	
4	Organize patrol	
5	Select personnel/weapons and equipment	
6	Issue warning order	
7	Coordinate	
8	Make reconnaissance	
9	Complete detailed plans	
10	Issue order	
11	Supervise/inspect/rehearse	
12	Execute mission	

8 8-1 8

PATROL COORDINATION		
ITEM	DESCRIPTION	✓
1	Between leader and battalion staff or company commander	
	Changes/updates to enemy situation	
	Best use of terrain for routes, RPs, and patrol bases (PBs)	
	Light/weather data	
	Changes in friendly situation	
	Attachment of soldiers with special skills/equipment	
	Use/location of landing zones	
	Departure and reentry of friendly lines	
	Fire support on objective and along planned primary/alternate routes	
	Rehearsal areas & times	
	Special equipment	

8 8-2 8

PATROL COORDINATION		
ITEM	DESCRIPTION	✓
	Transportation support	
	Signal plan	
2	Coord with unit through which PLT/SDG will conduct forward and rearward passage of lines	
3	Patrol leader coordinates with leaders of other patrols	
Notes:		

8 8-3 8

COMPLETE THE PLAN		
ITEM	DESCRIPTION	✓
1	Mission essential and supporting tasks on objective, RPs, danger areas, security/surveillance locations, along routes/passage lanes	
2	Key travel and execution times for movement, leader recon, establishment of security, completion of tasks on objective, movement to ORP, return through friendly lines	
3	Primary and alternate routes	
4	Signals, including rehearsal of special signals	
5	Challenge and password forward of friendly lines (SOI not forward of FEBA)	

8

8-4

8

COMPLETE THE PLAN		
ITEM	DESCRIPTION	✓
6	Actions on enemy contact, including WIA/KIA, EPWs	
7	Contingency plans	
	Where leader is going	
	Who else is going along	
	Amount of time leader is planning to be gone	
	Actions to be taken if leader does not return	
	Actions on chance contact while leader is gone	

8

8-5

8

DEPARTURE FROM FRIENDLY LINES	
ITEM	DESCRIPTION
1	Coordinate with CDR of forward unit/leaders of other patrols SOI, plans, password, procedures, rally points, enemy information
2	Patrol leader provides unit ID, patrol size, departure and return times, AO
	Forward unit provide information on terrain, enemy positions/activity, ambush sites, friendly positions, OPs, and obstacles
3	Planning Move to initial rally point Complete final coordination Move to/through passage point/ single file Establish security

8

8-6

8

RALLY POINTS	
ITEM	DESCRIPTION
1	Selection Easy to find Offer cover & concealment Away from natural lines of drift Defendable for short periods
2	Types <u>Initial</u> - inside friendly lines <u>En route</u> - every 100-400 meters based on terrain, vegetation, visibility <u>Objective rally point</u> (ORP) out of sight, sound, small arms range <u>Reentry rally point</u> outside friendly final protective fire (FPF) <u>Near &amp; far side rally points</u> - danger areas

8

8-7

8

PATROL REPORT (DEBRIEFED)	
A. Patrol size and composition	_____
B. Mission (type, location, purpose of patrol)	_____
C. Time of Departure and return	_____
D. Routes out and back (checkpoints, grid, overlays)	_____
E. Description of terrain and enemy position	_____
F. Results of enemy encounters	_____
G. Misc information/map corrections	_____
H. Condition of personnel	_____
I. Conclusions/recommendations	_____

8

8-8

8

SELECTION OF A PATROL BASE		
STEP	ACTION	✓
1	Pick tentative patrol base site from map or aerial recon	
2	Plan for alternate site; recon and observe until occupied or not needed	
3	Select site considering lack of tactical value to enemy, terrain, trafficability, water	
4	Plan for OPs/commo with OPs	
5	Plan for defense of patrol base, withdrawal routes, rally and rendezvous points	
6	Provide security/alert plan, camouflage, noise/tight/titter discipline	
7	Avoid enemy positions, built up areas, ridges, roads/trails, slopes	

8

8-9

8

OCCUPATION OF A PATROL BASE	
STEP	ACTION
1	Approach - halt patrol Conduct leader recon of site
2	Recon Patrol leader designates entry point/CP at center of base Element leaders recon sectors and return to CP Leader sends 2 pers to bring patrol forward
3	Occupation single file/camouflaged
4	Leader checks perimeter by meeting element leaders in turn
5	R&S team recon forward, move clockwise
6	R&S teams report enemy activity, OPs, RPs, withdrawal routes
7	Leader designates routes and RPs outside
8	Each element sets commo, OPs

8

8-10

8

PATROL BASE ACTIVITIES	
STEP	ACTION
1	Security One point of entry/exit Noise/light/titter discipline - challenge all Aiming stakes & claymores placed Each squad establishes OP Each squad digs hasty positions 3Ls prep sector sketch/range cards
2	Alert plan and stand-to time day/night Check positions, OPs, rotate leaders
3	Withdrawal plan Signals, order, rendezvous point
4	Maintenance plan for weapons, communications, and NVGs
5	Sanitation & personal hygiene plan
6	Mess plan and water resupply
7	Sterilize upon departure

8

8-11

8

PRINCIPLES OF A RAID		
ITEM	TASKS	✓
1	Conduct with combat patrol; plan withdrawal	
2	Attack/destroy position/installation	
3	Destroy or capture enemy troops/equipment	
4	Rescue friendly personnel	
5	Gather Priority Intelligence Requirements (PIR)	
6	Do not become decisively engaged	
7	Attack when least expected, in poor visibility, from unexpected direction and terrain	
8	Concentrate fire at critical points	
9	Achieve violence by surprise, massed fire, aggressive attack	

8

8-12

8

CONDUCT A RAID		
STEP	ACTION	✓
1	Patrol move to ORP for recon Recon & secure ORP, conduct leader recon of objective Coordinate movements of elements to objective	
2	Security element duties Move to positions, secure ORP Block avenues of approach into/prevent escape from objective area - seal off area Inform patrol leader of changes on objective Shoot only if detected or on order; cover withdrawal of assault and support elements from ORP	

8

8-13

8

CONDUCT A RAID		
STEP	ACTION	✓
3	Support element duties: Move into position prior to assault element Cover withdrawal of assault element Withdraw on order/signal	
4	Assault element duties: Deploy close to objective for immediate assault (if detected) Seize, secure objective when supporting fire lifts or shifts Protect demolition/search teams Withdraw on order/signal	
5	Reorganize patrol 1km or 1 terrain feature from ORP Report Redistribute ammunition Treat casualties Disseminate information	

8

8-14

8

PRINCIPLES OF AN AMBUSH		
ITEM	PRINCIPLE	✓
1	Place effective fires into entire kill zone - assign sectors	
2	Use well-trained teams with simple plan and prior recon	
3	Maintain security, especially when returning to friendly pen	
4	Soldier and weapon placement - priority to concealment and fields of fire	
5	Clear signals to open/shift/cease fire	
6	Point ambush - enemy attacked in single kill zone	
7	Area ambush - unit deploys to two or more related point ambushes in area Security elements/teams on flank and rear if possible	

8

8-15

8

PRINCIPLES OF AN AMBUSH		
ITEM	PRINCIPLE	✓
	PLT LDR reorganizes into 3 elements: assault, support, and security element	
	Men trap/natural boundary on far side of kill zone Plan indirect fires to seal area & cover withdrawal Initiate with most casualty producing weapon - have backup	
8	Vehicular ambush - stop lead and trail vehicles in kill zone; kill armor first	
9	Night ambush similar to day	
	Control soldiers/issue clear orders and signals	
	Use sector stakes Move to position after EENT Plan illumination	

8

8-16

8

ORGANIZE AN AMBUSH		
STEP	ACTION	✓
1	Point or area? L-shaped or linear?	
2	Are routes to and from concealed and known to all?	
3	Do positions provide early warning & effective fires onto kill zone?	
4	Is kill zone isolated and dead space covered w/mines, demolitions, and indirect fire?	
5	Does everyone know signal (and backup) to warn of enemy approach, initiate ambush, shift/shift, withdraw?	
6	Does everyone know withdrawal routes and sequence?	

8

8-17

8

ORGANIZE AN AMBUSH		
STEP	ACTION	✓
7	Are routes covered by mines or indirect fire if ambush fails?	
8	Does everyone know what to do if ambush detected?	
9	What is the running password?	
10	Does everyone know teams/tasks?	
Notes:		

8

8-18

8

CONDUCT AN AMBUSH		
STEP	ACTION	✓
1	Ambush formation based on METT-TC/overall situation Ease of control/target	
2	Patrol halt at ORP Establish security/confirm location Recon objective to confirm plan Return to ORP/leave R&S team	
3	Security element secure ORP & flank of ambush site	
4	Support/assault elements leave ORP When security in position Occupy positions Support overwatches assault move to ambush site	

8

8-19

8

CONDUCT AN AMBUSH		
STEP	ACTION	✓
5	Patrol waits for target after all elements in position	
6	Security team alerts patrol on enemy direction of movement, target size, special weapons/equipment	
7	Patrol Ldr alerts other elements Initiates when most of target in kill zone Lift/shift fire if assault into zone required	
8	Withdraw to ORP for accountability, disseminate information, return to friendly position	

8

8-20

8

PLAN A RECON MISSION		
STEP	ACTION	✓
1	Make estimate of the situation Current intelligence Capabilities of unit Task organize to support mission	
2	Plan Intelligence Deceptive measures Use of smallest unit possible to accomplish mission Methods to remain undetected Use of STANO devices Rehearsal Ways to minimize audio and electronic equipment Inspection of recon force and equipment	

8

8-21

8

PLAN A RECON MISSION		
STEP	ACTION	✓
3	Subordinate missions	
	Command and control	
	Recon of objective	
	Security of force	
Notes:		

8

8-22

8

RECON ZONE	
ITEM	METHOD
3	Use successive sectors method
	Leader selects ORP, a series of recon routes, and link up points
	Each link up point becomes ORP for next phase
Notes:	

8

8-24

8

RECON AREA	
ITEM	METHOD
2	Combine R&S elements if objective not clearly defined and located, and terrain does not permit PLT to secure objective area or if detection possible
	One R&S team stay in ORP to act as reaction force in case of contact
	Several R&S teams recon separate parts of objective, then link up at ORP
	2 R&S teams use ORP as release point, then link up at point on far side of objective
	1 R&S team whose follow-on security team to follow, acts as quick reaction force; entire unit departs when recon complete

8

8-26

8

RECON ZONE	
ITEM	METHOD
1	Use fan method
	PLT LDR selects series of ORPs through zone
	Select recon routes to and from ORP - overlapping routes form fan shaped pattern around ORP. Recon elements recon adjacent routes
	After recon complete, move to next ORP and repeat
2	Use converging routes method
	Leader select ORP. Recon routes through zone, and then a link up point
	Each element recons own route; entire unit links up at end

8

8-23

8

RECON AREA	
ITEM	METHOD
1	Separate recon and security elements if objective restricted in area, clearly defined, with specific avenues of approach
	Conduct leader recon
	Designate positions for security team
	Security teams move on covered and concealed routes to positions
	After security in place, recon element departs ORP to recon objective
	After objective recon, recon element and security return to ORP and disseminate information OR...

8

8-25

8

RECON AREA	
ITEM	METHOD
3	Recon objective by long range surveillance if possible; short range surveillance if required by METT-TC
	Avoid detection
	Observe/collect/record information about enemy
	Use binoculars
	Use well-rehearsed plan
	Cover movement with battlefield noise
	Establish control measures, alternate routes, fire support
Notes:	

8

8-27

8

NBC-1 REPORT		
LINE	ITEM	*CHEM/BIO
B	Position of observer - (UTM coord)	
C	Direction of attack from observer (Degrees) (Mils)	
D	Date-time group of detonation/ *area attacked (DTC)	
F	Location of attack*area attacked (Actual) (Estimated) (UTM coord)	
G	Means of delivery (artillery, mortar, spray, etc.)	
H	Height of burst*type of agent (Air) (Surface) (Unknown)	

9

9-1

9

NBC-4 REPORT	
LINE	ITEM
H	Height of burst*agent-type (Air) (Surface) (Unknown)
Q	Location of reading (UTM coord) (Air) (Liquid)
R	Dose rate - measure in open, 1 meter above the ground (cGy/hr)
S	DTG of initial reading

9

9-2

9

NBC-PRIOR TO ATTACK		
STEP	ACTION	✓
1	Increase MOPP level IAW Intel	
2	Set up chemical agent alarm 100-150 m out and upwind	
	Prevent tampering	
	Attach M42 to M43A1 w/wire (MAX 400M); place near PLT command post	
	Reservice/check every 24 hrs	
3	AMX M8/M9 detector paper	
4	Prepare overhead cover	
5	Alert detection teams, M256 kit	
6	Leaders check for readiness	
7	Cover equipment not in active use	

9

9-3

9

NBC-DURING ATTACK		
STEP	ACTION	✓
1	STOP BREATHING, MASK AND GIVE ALARM	
	Warn subordinate and higher units: send "GAS, GAS, GAS, AND GRID" message	
	Leaders give order to mask and take protective action	
2	Seek overhead cover for self, cover equipment, close up vehicle	
3	Decontaminate M258A1/M291 on skin and equip- ment M11/M13DAP to apply D32	
4	Go to MOPP4	
5	Initiate detection measures: vapor M256 kit; liquid M8/M9 paper; close inlet/outlet ports of M8A1 alarm	

9

9-4

9

NBC-DURING ATTACK		
STEP	ACTION	✓
6	Report; send follow up NBC1 reports	
7	Leaders check personnel and protection	
8	Continue the mission	
Notes:		

9

9-5

9

NBC-AFTER ATTACK		
STEP	ACTION	✓
1	CONTINUE THE MISSION	
2	Minimize effects on personnel/ equipment	
3	Inform command post of extent of contamination	
	Mark personnel, equipment and areas	
4	Maintain MOPP4 until ordered to lower level	
5	Decontaminate personnel w/M258A1/M291 kits; Apply D3-2 to vehicles	
	Hasty decontamination: MOPP gear exchange, vehicle wash down w/M17LDS, M12	

9

9-6

9

NBC-AFTER ATTACK		
STEP	ACTION	✓
	Deliberate decontamination: detailed troop (unit), equipment (decontaminate PLT)	
6	Casualties - decontaminate with PDK and wrapped as appropriate	
Notes:		

9

9-7

9

UNMASKING WITH CHEMICAL AGENT DETECTOR KIT		
STEP	ACTION	✓
1	Use all available detection equipment (M8 & M9 paper, chemical alarms, etc.) before proceeding	
2	Get commander's approval	
3	Employ M256 or M256A1 Detector Kit	
4	If no chemical agent detected, have 1-2 soldiers unmask in shade for 5 minutes; remask for 10 minutes	
5	Check for symptoms; if none, others may unmask; remain alert for symptoms.	

9

9-8

9

UNMASK WITHOUT CHEMICAL AGENT DETECTOR KIT		
STEP	ACTION	✓
1	Use all available detection equipment (M8 & M9 paper, chemical alarms, etc.) before proceeding	
2	Get commander's approval	
3	Have 1-3 soldiers hold breath & break seal of mask in shade for 15 seconds, eyes open	
4	Reseal, clear and check masks, wait 10 minutes	
5	Check for symptoms; if none, break seal of mask, take 2-3 breaths; repeat Step 4	
6	If no symptoms, have soldiers unmask for 5 minutes; remask for 10 minutes	
7	Check for symptoms; if none, others may unmask; remain alert for symptoms	

9

9-9

9

MOPP LEVELS						
MOPP LEVEL	OVER- GARMENTS	OVERBOOTS	MASK/HOOD	GLOVES		
	Carried	Carried	Carried	Carried	Carried	Worn
	Worn open or closed	Carried	Carried	Carried	Carried	Worn
	Worn open or closed	Worn	Carried	Carried	Carried	Worn
	Worn open or closed	Worn	Worn	Carried	Carried	Worn

9

9-10

9

DETAILED TROOP DECON		
STEP	ACTION	✓
1	Equipment decontamination	
2	Mask/hood decontamination and boot shuffle	
3	Remove over garment jacket-high jumper trousers	
4	Remove boot and glove	
5	Monitor (medical/contamination evaluation)	
6	Mask removal (vapor control line)	
7	Mask decontamination	
8	Re-issue point	

9

9-11

9

MOPP GEAR EXCHANGE		
STEP	ACTION	✓
	*solo **buddy team assist	
1	Gear drop and decontaminate*	
2	Decontaminate hood and robe**	
3	Remove overgarment** Jacket black side out trousers	
4	Remove overboots and step on jackets** Remove CP gloves**	
5	Put on overgarment*	
6	Put on overboots*	
7	Put on CP gloves*	
8	Roll down and secure hood**	
9	Secure gear*	

9

9-12

9



MARK CONTAMINATED AREA: RADIOLOGICAL/BIO/CHEM		
STEP	ACTION	✓
1	Locate/identify contaminated area	
2	For radiological use marker labeled ATOM. Print information so word "ATOM" faces toward you and in upright position; print dose rate (centigrays/hr); date/time (state ZULU or local) of reading and defonation. If unknown print "UNKNOWN"	
3	For biological use marker labeled BIO; for chemical use marker labeled GAS. Use same procedures as above, stating type of agent, if known	
4	Position markers so information faces away from contaminated area	

9 9-13 9

PREPARE FOR NBC ATTACK/ PROTECT AGAINST ELECTROMAGNETIC PULSE		
STEP	ACTION	✓
1	Ensure ALL items are covered or dug in when not in use	
2	Park vehicles with air vents away from winds; close hatches, doors, etc.	
3	Protect electronic equipment against EMP by disconnecting antennas and spare equipment; shield with metal	
4	Use highest frequency possible; never use commercial power. Keep cable and wire short; bury 18"	
5	Use remote sets only when required; use common ground for all equipment; insulate antenna guy lines	

9 9-15 9

USING A DOSIMETER		
STEP	ACTION	✓
1	Hold viewing end of dosimeter up to your eye, pointing toward light but not directly into the sun. An IM33 must be held parallel to the ground.	
2	Point where vertical hairline crosses scale is total amount of radiation received in cGy	
3	Report the number of cGy to your commander	
Notes:		

9 9-17 9

MARK CONTAMINATED AREA: RADIOLOGICAL/BIO/CHEM		
STEP	ACTION	✓
5	Attach markers so they can be seen from all routes through area; ensure each is visible from previous marker.	
6	Place ATOM markers at locations where dose rate measures 1 centi-gray/hr (cGy/hr) or more	
Notes:		

9 9-14 9

SUPERVISE RADIATION MONITORING		
STEP	ACTION	✓
1	List grid coordinates of central point in area	
2	Tell IM-174/AN/VDR-2 operator to take readings from central point hourly; check that operator uses IM-174/AN/VDR-2 correctly	
3	Have operator report readings to you immediately; use NBC-4 report	
4	Take continuous readings if reading is 1 or more cGy/hr; without warning received or nuclear burst seen; if moving to another location	
5	Check hourly when reading drops below 1 cGy/hr	

9 9-16 9

COLLECT/REPORT TOTAL RADIATION DOSE		
STEP	ACTION	✓
1	Turn in for recharging any dosimeter that does not read 0; recharge dosimeters daily	
2	Have soldiers who perform duties in unit's area wear dosimeters	
3	Collect readings from soldiers at the same time, at least once daily; ensure readings are accurate	
4	Add reported readings together; divide by number of readings	
5	Round up to nearest 10 and report reading to commander	

9 9-18 9



AFV WEAPON CAPABILITIES EFFECTIVE RANGE (METERS)						
	M240B 7.62 MM	M2 .50 CAL	25MM	MK19 40MM	105/120 MM	TOW MSL
HMMWV M996	800	1800		2200		3750
M113 APC*		1800		2200		3750
M273 BFV	800		2000 AP 3000 HE			3750
M1A1A1 ABRAMS	800	1800			2800 3800	
M1A2 ABRAMS	800	1800			1828 HE 3500 AP	
M60A3	800	1800			1700	
M1064A3		1800			7200	
STRYKER	800	1800	2000 AP 3000 HE	2200		3750

\*Based on variant or use

10

10-7

10

TARGET ACQUISITION		
ITEM	SIGNATURE	✓
1	Soldiers - trash, damaged vegetation, noise	
2	Tracked vehicles - fuel, smoke, noise	
3	Antitank weapons - noise, wires, vapor trails, flash	
4	Artillery - noise, smoke, flash	
5	Aircraft - noise, glare, vapor trails, dust	
6	Mines and obstacles - strange material, tripwires, loose/disturbed dirt, tactical barbed wire	

10

10-8

10

ATTACK HELICOPTER CAPABILITIES			
NAME		WEAPON	RANGE M
AH-64E	Little Bird	7.62 minigun 2.75" FFAR 30mm Cannon Hellfire ATAS	1800 7000 4000 8000 8000
AH-10	Cobra	7.62 minigun 2.75" FFAR TOW	1000 7000 3750
AH-1E	Cobra	2.75" FFAR TOW 20mm Cannon	7000 3750 1600
OH-58D	Kiowa Warrior	2.75" FFAR 30mm Cannon Hellfire ATAS 12.7mm HMG	7000 4000 8000 8000 1600
AH-64A/D	Apache	2.75" FFAR 30mm Cannon Hellfire	7000 4000 8000

ATAS - Air-to-Air Stinger  
HMG - Heavy Machinegun

10

10-9

10

ARTILLERY COUNTERFIRE SHELREP - MORTREP - BOMBREP	
A	Call sign
B	Coordinates of observer
C	AZ to flash or sound
D	Time shelling started
E	Time shelling ended
F	Coordinates of shelled areas
G	Number of guns
H	Nature of fire
I	Number, type and caliber of rounds
J	Flash-to-Bang-Time
K	Damage

10

10-10

10

SUPPLIES AND LOGISTICAL SERVICES		
ITEM	PRINCIPLE	✓
1	Chain of command plans for supply status and equipment for fighting; 1SG directs company logistics services; PSG coordinates/supervises platoon maintenance with 1SG	
2	PLT logistics includes long and short term supply/transportation maintenance	
3	PSG coordinates/supervises by getting requests for supplies/equipment from squad leaders and PLT LDR; reviews/consolidates list; and passes to 1SG or supply SGT	
4	PSG must maintain status of supplies and equipment in PLT, monitors requests, reports to PLT LDR	

11

11-1

11

PRECOMBAT CHECKS - MECH		
ITEM	ACTION	✓
1	Complete prepare to fire weapons checks	
2	Complete preops PMCS; resolve problems	
3	Load vehicles/trucks per load plans	
4	Clean/function check individual and crew served weapons	
5	Top off vehicles	
6	Slow basic load of Classes I & V	
7	Fill canteens, water and oil cans as needed	
8	Index battlesights	
9	Check radio frequency and operation if authorized.	
10	Check speech security equipment and operation if authorized	
11	Check personnel; brief mission	
12	Rehearse	

11

11-2

11

PRECOMBAT CHECKS - LIGHT		
ITEM	ACTION	✓
1	Leaders inspect equipment and camouflage	
2	Packing list checked	
3	Compasses, maps present	
4	Communications check	
5	Rations drawn	
6	Weapons test fired	
Notes:		

11 11-3 11

CLASSES OF SUPPLY		
CLASS	DESCRIPTION	SYMBOL
I	Rations	
II	Expendables	
III	POL	
IV	Barrier material	
V	Ammunition	
VI	Sundry	
VII	Major end items	
VIII	Medical	
IX	Repair parts	
X	Material to support nonmilitary programs	

11 11-4 11

INTEGRATION MATRIX- INDIVIDUAL WEAPONS					
Accessory	M16A2	M16 M203	M4A1	M4	M24
ANPAQ-4B/C	✓	✓	✓	✓	
ANPA8-13,TW3	✓				
ANPEG-2A	✓				
AMPV8-4(A)	✓	✓	✓	✓	
AMPV8-10,8N3					✓
AMPV8-14					
ANTV8-6	✓				
M88, CCO	✓		✓		
M145,MGO					
B23			✓	✓	
MLES	✓	✓	✓	✓	✓
ANPSX-1	✓	✓	✓	✓	

Notes: When mounting the ANPAQ-4B/C to the M203 the grenadier must first have the Quadrant Sight Removed.  
CCO - Close Combat Optic  
MGO - Machinegun Optic  
B23 - Back-up Sight

11 11-5 11

INTEGRATION MATRIX- CREW SERVED WEAPONS					
Accessory	M249	M60	M240B	M2	MK19
ANPAQ-4B/C	✓	✓	✓		
ANPA8-13,TW3	✓	✓	✓	✓	✓
ANPEG-2A	✓	✓	✓	✓	✓
AMPV8-4(A)	✓	✓	✓		
AMPV8-10,8N3					
AMPV8-14					
ANTV8-6				✓	✓
M88, CCO					
M145,MGO	✓	✓	✓		
B23					
MLES	✓	✓	✓	✓	
ANPSX-1	✓	✓	✓	✓	✓

1. Final configuration for the M60 and M240B will be with ANPEG-2A, however, the ANPAQ-4B/C may be used if the ANPEG-2A is unavailable.  
2. The MGO will be used on the M249 only when it is employed in the light machine gun role.  
3. The ANPSX-1 will replace the ANPAQ-4B/C once fielded.

11 11-6 11

ELECTROMAGNETIC COUNTER- COUNTERMEASURES	
1	To determine if you are being jammed, disconnect antenna. If noise stops, then starts again when antenna is reconnected, suspect jamming. If noise does not stop, check radio malfunction.
2	If you are being jammed: Continue to transmit on highest power setting Relocate to mask jamming signal with terrain Use directional antenna Turn squelch off NEVER acknowledge jamming Move after transmission
3	MIJI Report

12 12-1 12

RADIO TROUBLESHOOTING	
STEP	ACTION
1	Check frequency setting
2	Check battery: charge-new
3	Check antenna: upright-clear
4	Check ALL connections from battery through to antenna: clean-dry-tighten
5	Check ALL power and position switches
6	Replace CVC or handset
7	Check distance/position for terrain mask; move if needed
8	Check antenna top section: repair if broken-replace if lost

12 12-2 12

MESSENGER BRIEFING	
1.	Name/location of person to receive message.
2.	Route to follow.
3.	Danger points to avoid.
4.	Speed required.
5.	Is answer required?
6.	Action if message cannot be delivered.
7.	Special instructions.
8.	Content (if required).
9.	Report destination at OP/tines.
10.	Challenge/Password.

12

12-3

12

PHONETIC ALPHABET		
A	ALPHA	al-fah
B	BRAVO	brah-voh
C	CHARLIE	char-lee
D	DELTA	dell-tah
E	ECHO	eck-oh
F	FOXTROT	foxa-trot
G	GOLF	golf
H	HOTEL	hoh-tell
I	INDIA	in-dee-ah
J	JULIETT	jew-lee-ett
K	KILO	key-toh
L	LIMA	lee-mah
M	MIKE	mike
N	NOVEMBER	no-ven-ber

12

12-4

12

PHONETIC ALPHABET		
O	OSCAR	oes-car
P	PAPA	pah-pah
Q	QUEBEC	key-beck
R	ROMEO	row-me-oh
S	SIERRA	se-air-rah
T	TANGO	tang-goh
U	UNIFORM	unes-form
V	VICTOR	vix-tor
W	WHISKEY	wies-key
X	XRAY	ecks-ray
Y	YANKEE	yang-kee
Z	ZULU	zoo-loo

12

12-5

12

INSTALL/REMOVE HASTY PROTECTIVE MINEFIELD		
STEP	ACTION	✓
1	Report intention/get authorization to lay minefield	
2	Recon for best sites, under unit observation/fire, integrating with other defense plans	
3	Report initiation of field; place in irregular pattern on avenues of approach	
4	Record Field on DA 1355-1-R	
5	Arm mines - from enemy side to friendly side	
6	Report completion of field; warn adjacent units	
7	Retain DA 1355-1-R as long as unit/field stay in place; if field abandoned forward to Cdr	

13

13-1

13

INSTALL/REMOVE HASTY PROTECTIVE MINEFIELD	
STEP	ACTION
8	Removal: If DA 1355-1-R is not available, treat the field as enemy field and use breaching techniques
9	Remove mines in order using azimuths and distances from DA 1355-1-R
Notes:	

13

13-2

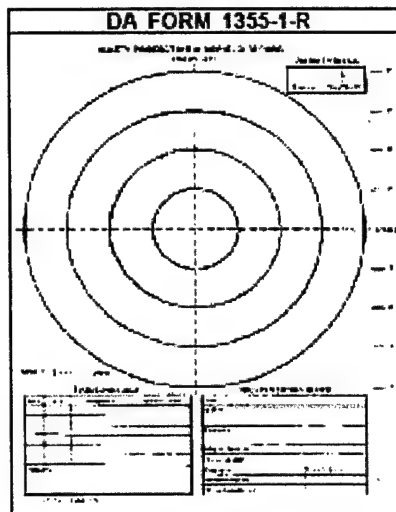
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DA FORM 1355-1-R	
<p>STANDARD FORM NO. 1355-1-R, 1-67 (REV. 1-67) (GPO: 1967 O-350-000) (GPO: 1967 O-350-000)</p>	

13

13-3

13



13 13-4 13

BREACHING AND CLEARING MINEFIELDS		
STEP	ACTION	✓
1	Suppress enemy covering obstacles	
2	Obscure area with smoke	
3	Secure near side	
4	Reduce obstacle-blow or probe lane through	
5	Secure the far side	
6	Blow marked mines in place (time permitting)	
7	Mark cleared lane	
8	Move unit through obstacle	

13 13-5 13

NONELECTRIC FIRING SYSTEM		
STEP	ACTION	✓
1	Determine length of fuse needed	
	Cut & discard 6" length; cut off 3' length to determine burn rate	
	Light fuse end and let time it takes to burn	
	Compute burn rate per foot (time/burn rate)	
2	Determine amount of explosive needed	
3	Cut fuse to proper length and pass end through priming adapter	
4	Attach M60 fuse igniter: Uncrew fuse holder cap, press shipping plug into igniter, rotate and remove plug, insert fuse in fuse hole, tighten cap	

13 13-6 13

NONELECTRIC FIRING SYSTEM		
STEP	ACTION	✓
5	Attach blasting cap to fuse	
	Inspect open end, remove debris by tapping or shaking gently	
	Hold fuse vertically with square end up	
	Slip cap down over fuse so cap and fuse are in contact	
	Turn cap out and away from your body and crimp cap at point 1/8 to 1/4" from open end	
6	Pull pin to detonate charge	
Notes:		

13 13-7 13

NONELECTRIC/ELECTRIC PRIMING OF DEMO BLOCK		
Note: Prime by wrapping demolition blocks with detonating cord, by inserting knot of detonating cord into plastic explosive, by lacing cord through dynamite, 40-lb cratering charges or shaped charges		
STEP	ACTION	✓
1	Prime with threaded cap well & priming adapter:	
	Non-electric Inspect cap well, insert cap with fuse into cap well, screw in adapter	
	Electric after inspection, fasten free ends of cap lead wire to firing wire & pass thru adapter slot, pull cap into place, then finish as above	

13 13-8 13

NONELECTRIC/ELECTRIC PRIMING OF DEMO BLOCK		
STEP	ACTION	✓
2	Prime with threaded cap well without priming adapter: Non-electric Inspect cap well, wrap & tie string around block, leaving excess, insert blasting cap with fuse into cap well - use loose string to keep cap from separating from block.	
	Electric after inspection, fasten free ends of cap wire to firing wire, pass lead wires through adapter slot & insert electric cap into cap well, tie lead wires around block, allowing slack.	
3	Prime without threaded cap well or priming adapter: Non-electric & electric make hole with M2 crimpers, then follow step 2.	

13 13-9 13

CLEAR NONELECTRIC/ELECTRIC MISFIRES		
Note: If possible, misfire should be cleared by soldier who placed the charge		
STEP	ACTION	✓
1	NON-ELECTRIC - Wait 30 minutes after misfire before moving to charge	
2	ELECTRIC - If dual primed with non-electric system, wait 30 minutes Check firing wire connections, make 2-3 more attempts to fire; disconnect firing wire from blasting machine and shunt wires; check entire system for breaker/shorts	
3	UNTAMPED - Without moving or disturbing misfired charge, detonate 1-pound charge at side TAMPED - Dig within 1 foot of misfired charge; detonate 2-lb charge on top of misfired charge	

13 13-10 13

ELECTRIC FIRING SYSTEM		
STEP	ACTION	✓
1	Check firing wire with M51 test set or galvanometer; lay out from charges to firing position	
2	Test electric blasting cap; twist free wire ends together	
3	Move to firing point and test entire circuit	
4	Test blasting machine/depress handle	
5	On order, connect lead wires to 2 blasting machine posts and detonate charge	
Notes:		

13 13-11 13

RULES OF ENGAGEMENT	
ROE - Written directives explaining circumstances and limitations under which US forces initiate and/or continue combat engagement with hostile forces.	
GENERAL RULES	
1. You have the right to defend yourself against attacks or threats of attack.	
2. Hostile fire may be returned effectively and promptly to stop a hostile act.	
3. US forces use the minimum force necessary and proportional to the threat (measured response: degree of force should conform to the circumstance of the incident).	
4. You may not seize the property of others to accomplish your mission.	
5. Detention of civilians is authorized for security reasons or in self-defense.	

14 14-1 14

AREA ASSESSMENT CHECKLIST		
ITEM	DESCRIPTION	✓
1	Where are refugees from (size and area of population)?	
2	What is food and water status?	
3	What is overall medical status?	
4	What civilian organizations exist? Who are the leaders?	
5	What civil/military organizations exist? Who are the leaders?	
6	What organization/leadership do most of the people support?	
7	What UN relief agencies are in operation?	
8	What is the security situation?	

14 14-2 14

AREA ASSESSMENT CHECKLIST		
ITEM	DESCRIPTION	✓
9	What commercial or business activities are there?	
10	Which groups are most in need?	
11	What civil projects would leaders like to see accomplished?	
12	How many families are involved?	
13	What food is available and what does it cost?	
14	What skilled labor and services are available?	
15	What is the size and composition of the transient population?	

14 14-3 14

CHECKPOINT/ROADBLOCK PIR CHECKLIST		
ITEM	TO BE REPORTED	✓
1	Number and type of vehicles stopped; markings, license number, signs	
2	Number of passengers per vehicle; ages, genders	
3	Type and quality of cargo	
4	Point of origin & destination	
5	Stated reason for passenger travel	
6	Any weapons found?	
7	Any passenger reports of sightings of weapons, technical equipment or bandits	

14 14-4 14

CHECKPOINT/ROADBLOCK PIR CHECKLIST		
ITEM	TO BE REPORTED	✓
8	Condition of passengers (general health, dress, attitude)	
9	Anything unusual observed/ reported by passengers	
Notes:		

14

14-5

14

AIRCRAFT TROOP COMMANDER BRIEFING	
1. Loading procedures	_____
2. Bump plan (for individual loads)	_____
3. Use of safety belts	_____
4. Preflight safety inspection of troops	_____
5. In-flight procedures	_____
6. Downed aircraft procedures	_____
7. Offloading procedures	_____
8. Movement from PZ/LZ/EZ	_____

15

15-1

15

SAFETY BRIEFING CHECKLIST		
ITEM	ACTION	✓
1	Wear ID tags, earplugs, helmets, when in/near aircraft	
2	Never approach rotary wing air- craft from rear or front; always from sides	
3	Approach/depart in a crouch on down slope side to ensure clearance	
4	Keep sleeves rolled down	
5	Carry weapons without bayonet, safety on, bolt closed, chamber empty, muzzle DOWN	
6	Bend or tie down radio antennas	
7	Fasten seatbelts & leave buckled until crew chief signals exit	
8	Maintain written manifest (unit, rank, full name, SSN) separate from aircraft	

15

15-2

15

REVERSE PLANNING SEQUENCE		
ITEM	ACTION	✓
1	Ground tactical plan	
2	Landing plan	
3	Air movement plan	
4	Loading plan	
5	Staging plan	
Notes:		

15

15-3

15

GROUND TACTICAL PLAN CONSIDERATIONS		
ITEM	CONSIDERATION	✓
1	Missions of all force elements and methods of employment	
2	Zones of attack, sectors, or areas of operations with graphic control measures	
3	Task organization to include command relationships	
4	Location and size of reserves	
5	Fire support to include graphic control measures	
6	Combat service support to include resupply, evacuation, and plans to sustain the force	

15

15-4

15

LANDING PLAN CONSIDERATION		
ITEM	CONSIDERATION	✓
1	Supports ground tactical plan	
2	Availability/location/size of LZ	
3	Force is vulnerable during landing	
4	Elements must land with tactical integrity	
5	Inform all troops if landing direction changes	
6	Force must land prepared to fight in any direction	
7	Offer flexibility for options in scheme of maneuver	
8	Plan supporting fires in and around each LZ for next lifts and on objective	
9	Provide for resupply & medical evacuation by air	

15

15-5

15



LANDING ZONE SELECTION CRITERIA		
ITEM	CRITERIA	✓
1	Location (based on METT-TC) and capacity (size)	
2	Alternates (one per primary LZ)	
3	Enemy disposition/capabilities	
4	Cover/concealment	
5	Obstacles	
6	Identification from air	
7	Approach/departure routes	
8	Weather/surfscale/slope	

15 15-6 15

AIR ASSAULT PZ/LZ PLANNING CONSIDERATIONS		
ITEM	CONSIDERATION	✓
1	PZs: Minimum movement; access to support assets; masked from enemy observation; outside the range of enemy artillery	
2	LZs: Locate on, close by, or some distance away from the objective (based on METT-TC); size determines how much combat power can be landed; deny enemy observation, acquisition, and ADA; land on enemy side of obstacles; avoid exposing aircraft	
3	Reduced visibility may limit or preclude use	

15 15-7 15

EXTRACTION LOADING PLAN REQUIREMENTS		
ITEM	REQUIREMENT	✓
1	PZ locations, primary & alternate	
2	PZ security	
3	PZ control party organization & location	
4	Fire support	
5	Sequence of extraction: main body, PZ control party, security force	
6	Movement to PZ: route & order	
7	Loading priorities	
NOTE: PZ time is CRITICAL factor		

15 15-8 15

LEADER DUTIES IN AIR ASSAULT OPERATIONS		
ITEM	DUTY	
1	Senior person in each lift located with air mission commander for C3 (command/control/communications)	
2	Set up PZ, supervise marking/clearing of obstacles w/PZCO	
3	Brief all chalk leaders	
4	Supervise conduct of rehearsals	
5	Supervise security, movement of personnel & equipment, placement of chalks and slingloads on PZ	
6	Devise and disseminate bump plan	
7	PZ Control Officer (PZCO)/control party: Ensure PZ is cleared; plan/initiate fire support and security; establish commo nets; lead aircraft signalman responsible for visual landing guidance for lead aircraft	

15 15-9 15

CHALK LEADER DUTIES/ PLATOON AIR ASSAULT		
ITEM	DUTY	✓
1	Brief chalk and attachments on loading plan, tasks and positions inside aircraft	
2	Ensure soldiers maintain assigned areas for local security	
3	Supervise loading of personnel; ensure all in assigned positions and buckled in	
4	Keep current on location with map and crew	
5	Ensure personnel exit quickly, rush to safe distance (10-15m), assume prone position and prepare to return enemy fire. Ensure lights/panels emplaced	

15 15-10 15

SET UP A HELICOPTER LANDING SITE		
STEP	ACTION	✓
1	Select and secure landing site; size depends on number and type of helicopters	
2	Ground slope of site must be no more than 15 degrees. If less than 7 degrees, land upslope; if 7-15 degrees, land sideslope	
3	Ensure surface conditions free of rocks and debris; avoid dust, sand and snow	
4	Ensure ground firm enough to keep helicopter from bogging down during loading/unloading	

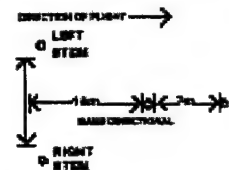
15 15-11 15

SET UP A HELICOPTER LANDING SITE		
STEP	ACTION	✓
5	Remove obstacles on approach/departure ends and clearly mark obstructions that cannot be removed. Ensure sufficient runway to clear obstacles, 10:1 horizontal clearance to vertical obstruct	
6	Mark landing site and touch-down point based on mission, capabilities and situation. Use smoke, signalman, lights; at night mark touchdown point with inverted "Y" composed of 4 lights.	

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15-12

15

NIGHT MARKING OF PZs AND LZs		
		
<p>NOTES: The aircraft touch down point will be midpoint on the legs of the Y. If more than 1 will land in the same PZ or LZ, add 1 more light for each. For OH-, UH-, and AH-aircraft, mark each additional landing point with 1 light at the exact point each aircraft is to land. For CH-aircraft, mark each additional point with 2 lights placed 10mm apart and aligned in the aircraft direction of flight.</p>		

15

15-13

15

EVALUATE A CASUALTY/FIRST AID		
STEP	ACTION	✓
1	Clear airway	
2	Bleeding - stop	
3	Cover and protect wound	
4	Prevent or treat shock	
5	Check for fractures, burns, concussion	
6	Avoid moving suspected neck or back injuries	
7	Do not give water to abdominal wound except to moisten lips	
8	Seek medical aid	
Notes:		

16

16-1

16

SHOCK - SYMPTOMS/FIRST AID		
STEP	ACTION	✓
1	SYMPTOMS: Look for anxiety, agitation, confusion, pale, clammy, blotchy or bluish skin around mouth, sweaty but cool skin, nervousness, thirst, nausea, loss of blood, rapid shallow breathing	
2	TREATMENT: Move to covered area. Lay patient on back, elevate feet, and loosen clothing. Keep warm or cool depending on weather	
3	Calm and reassure patient	
4	Do NOT give casualty anything to eat or drink	
5	Seek medical aid	
Notes:		

16

16-2

16

HEAT EXHAUSTION/HEAT CRAMPS		
STEP	ACTION	✓
1	SYMPTOMS: Look for moist pale, clammy wet skin, muscle cramps, sweating & thirst, headache and dizziness, faintness, weakness and nausea	
2	Move patient to shade, loosen clothing. If patient conscious, have casualty slowly drink at least one canteen of cool water. Watch for continued symptoms	
3	Seek medical aid if unconscious	
Notes:		

16

16-3

16

HEAT STROKE/SUN STROKE		
NOTE: This is a medical EMERGENCY and potentially fatal		
STEP	ACTION	✓
1	SYMPTOMS: Look for hot, dry, bright pink skin, high temperature dizziness, nausea, fast pulse, delirium, no sweating.	
2	TREATMENT: Lower body temperature IMMEDIATELY by immersion in water, fanning, use ice if available. Move to cool place. Remove or loosen clothing. Have casualty slowly drink at least one canteen of cool water.	
3	For heat stroke, pour water over casualty, fan, massage extremities, and elevate legs.	
4	Seek medical aid; evacuate as URGENT; continue to cool.	

16

16-4

16

FROSTBITE		
STEP	ACTION	✓
1	SYMPTOMS: Look for redness, or grey or waxy skin, frequently numb or experiencing loss of sensation, itchiness, blisters, areas of skin that are unnaturally firm, or tender and swollen.	
2	Symptoms are progressive. First, sudden whitening of skin, followed by redness or grayish coloring. Finally, blisters, pale yellowish, waxy looking skin.	
3	TREATMENT: Shelter victim; keep warm with clothing or body heat; insulate from ground. Remove clothing from affected part; wrap loosely in dry sterile dressing. Do NOT massage or rub area or break blisters or further injury may result.	
4	Seek medical aid; treat as litter casualty	

16

16-5

16

HYPOTHERMIA/COLD WEATHER INJURY		
STEP	ACTION	✓
1	SYMPTOMS: Look for lowered body temperature, pale cold skin, violent uncontrolled shivering, lack of coordination, memory, loss, irrationality, lethargy, slurred speech, and poor muscle coordination.	
2	TREATMENT: Move victim to sheltered area, cover and rewarm body evenly. Gradually give conscious patient warm liquids. Replace wet clothing with dry if possible; use sleeping bag to insulate from ground. Keep patient awake and drinking fluids. Do not rub or give alcohol. Start treatment before evacuation; evacuate when stable.	
3	Seek medical aid.	

16

16-6

16

REQUEST ARMY AIR MEDEVAC		
NOTE: Send secure or encrypt all items.		
LINE	ITEM	✓
1	Location of pick-up site	
2	Pick-up site radio frequency, call sign, and suffix	
3	# of patients by precedence (urgent, priority, routine)	
4	Special equipment required	
5	# of patients by type (litter, ambulatory)	
6	Security of pick-up site	
7	Method of marking pick-up site	
8	Patient nationality and status	
9	NBC considerations	

16

16-7

16

CONTINUOUS OPERATIONS (CONOPS) PLANNING		
STEP	ACTION	✓
1	Set up and ENFORCE an eating and sleeping schedule for ALL personnel	
2	Include OPORD and movement times in warning orders so sleep can be scheduled	
3	Keep orders simple and clear; insist on briefbacks	
4	Do not permit sleeping in or near vehicles; move to safe place	
5	Recognize symptoms of sleep loss: not alert, slow response time, forgetful, mood change, short attention span, irritable	

16

16-8

16

CONTINUOUS OPERATIONS (CONOPS) PLANNING		
STEP	ACTION	✓
6	Recognize symptoms of stress: frustration, anger, tired even after rest, physical problems interfering with eating and sleeping, lack of confidence, forgetfulness	
7	Situation permitting, deal with stress. Give immediate attention, reassurance; rest and food. Pair with buddy	
8	REINFORCE eating/sleeping schedules for all personnel, especially leaders	

16

16-9

16

FLUID REPLACEMENT GUIDELINES									
HEAT INDEX CODE	EASY WORK		MODERATE WORK		HARD WORK		Notes		
	Work/Rest	Water/Rest	Work/Rest	Water/Rest	Work/Rest	Water/Rest			
1	74-81.9	No Limit	No Limit	3/4 qt	40/20 min	3/4 qt	1. Apply for average and rounded up for over 1000 ft. 2. Workload from 1 to 5 is based on sustained performance & hydration < 4 hours. 3. If workload is increased, water intake should be increased. 4. If workload is decreased, water intake should be decreased. 5. If workload is increased, water intake should be increased. 6. If workload is decreased, water intake should be decreased. 7. If workload is increased, water intake should be increased. 8. If workload is decreased, water intake should be decreased. 9. If workload is increased, water intake should be increased. 10. If workload is decreased, water intake should be decreased.		
2	82-91.9	No Limit	50/30 min	3/4 qt	30/10 min	1 qt			
3	92-101.9	No Limit	40/20 min	3/4 qt	20/10 min	1 qt			
4	102-111.9	No Limit	30/20 min	3/4 qt	20/10 min	1 qt			
5	112-121.9	No Limit	20/30 min	1 qt	10/30 min	1 qt			

16

16-10

16

VEHICLE RECOVERY PROCEDURE CHECKLIST		
DANGER: Ensure unprotected troops at safe distance		
ITEM	PROCEDURE	✓
1	Recon the area	
2	Estimate the situation	
3	Calculate the ratio (resistance divided by effort)	
4	Obtain resistance	
5	Verify solution	
6	Erect rigging	
7	Recheck rigging	
8	You are ready	
Notes:		

17

17-1

17

VEHICLE RECOVERY FUNDAMENTALS	
ITEM	FUNDAMENTALS
4	Safety (continued): - Use heavy leather palmed gloves when handling cables/wire ropes - Place safety keys in hooks/ shackles/equipment requiring them - Do NOT apply loads suddenly - No smoking/open flame if fuel or oil has spilled
Notes:	

17

17-3

17

AIR DEFENSE WARNING	
WARNING	MEANING
RED	Attack is IMMINENT or IN PROGRESS
YELLOW	Attack is PROBABLE
WHITE	Attack is Improbable
LOCAL AIR DEFENSE WARNING (LADW)	
WARNING	MEANING
DYNAMITE	Aircraft inbound & attacking; response is immediate
LOOKOUT	Aircraft in area of interest but not threatening OR inbound but there is time to react
SNOWMAN	No aircraft pose threat at this time

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18-2

18

VEHICLE RECOVERY FUNDAMENTALS	
ITEM	FUNDAMENTALS
1	Load resistance: - Overturned - 1/2 vehicle weight - Nose (grade) - vehicle weight - Wheel deep - vehicle weight - Fender deep - double vehicle wgt - Turret deep - triple vehicle weight
2	Mechanical advantage: divide load resistance by available effort (capacity of winch)
3	Rigging: attach tow cables to TOW HOOKS, not lifting eyes or towing points
4	Safety: - Cross TOWING cables to prevent tangling & keep vehicles aligned - Position hook with throat (open part) UPWARD

17

17-2

17

ENGAGING AIRCRAFT	
NOTE: In the absence of unit SOPs	
STEP	ACTION
1	Engage all attacking aircraft and helicopters positively identified as hostile
2	Engage when friendly ADA units are engaging enemy in your area
3	Engage enemy jet aircraft not attacking your position only after ordered to fire
WEAPONS CONTROL STATUS	
Weapons FREE	Fire at any aircraft not identified as friendly
Weapons TIGHT	Fire only at aircraft POSITIVELY identified as HOSTILE
Weapons HOLD	Fire only in self-defense

18

18-1

18

ENGAGEMENT/LEAD DISTANCES	
High performance aircraft: Two football field "lead"; fire on automatic	
Low performance/rotary wing: one half football field "lead"; fire on automatic	
Aircraft coming directly at you: fire full automatic at nose	
Notes:	

18

18-3

18

PASSIVE AIR DEFENSE MEASURES		
ITEM	ACTION	✓
1	Use covered and concealed routes and stationary positions	
2	Cover glass and camouflage vehicles; do not skyline or outline; do not look at unless firing	
3	Maintain COMSEC & air guards	
4	Specify visual and audible air warning signals in unit SOP	
5	Enforce noise, light, and litter discipline	
Notes:		

18 18-4 18

ATTACK AND CLEAR A BUILDING		
STEP	ACTION	✓
1	Organize unit into assault force and support force	
2	Designate special weapons teams	
3	Support force ISOLATES building from overwatch position, covering smoke and fire	
4	Support force suppresses enemy in building and near by to cover assault force's move	
5	Support force resupply ammunition, replace personnel, evacuate wounded/EPWs	
6	Assault force ENTERS building at highest level possible to gain foothold or mouseholes into unexpected wall	
7	Assault force CLEARS building room-by-room, by grenade or burst of fire	
8	Assault force marks each room/each building when cleared	

19 19-2 19

ORGANIZE BUILDING DEFENSE		
STEP	ACTION	✓
5	Prepare rooms in building(s)	
	Stockpile supplies	
	Establish CP/OPs	
	Set up wire commo lines	
	Cover floors with sand/dirt	
	Reinforce/camouflage positions	
6	Prepare outside of building(s)	
	Emplace mines/obstacles to cover deadspace/approaches/passages	
	Cover all mines/obstacles by observation and fire	
7	Inspect preparations	
Notes:		

19 19-4 19

BUILT-UP AREA FIGHTING PRINCIPLES		
ITEM	PRINCIPLE	✓
1	Attack rapidly, in depth, to dominate killing areas, use smoke	
2	Clear each house thoroughly/consolidate	
3	Keep equipment tight	
4	Plan for casualty/EPW/armored vehicle evacuation	
5	Clear streets, houses, buildings and basements	
6	Mark cleared structures	
7	Wear body armor, use armored vehicles as transports/moving shield, sand-bag/harden thin skin vehicles	
8	Employ shock-producing weapons to reduce enemy strongpoints	
9	Employ expertise/equipment of combat engineers	

19 19-1 19

ORGANIZE BUILDING DEFENSE		
STEP	ACTION	✓
1	Select building(s) to defend by considering	
	Protection/dispersion from enemy weapons/threats/army	
	Concealment	
	Fields of Fire	
	Observation	
	Covered routes	
	Building strength/dire hazard	
	Time available	
2	Position teams/vehicles	
3	Plan for register indirect fires	
4	Select/prepare primary/alternate/supplementary positions for key dismounted weapons, escape route from building	

19 19-3 19

PRINCIPLES OF THE LAW OF WAR		
STEP	PRINCIPLE	✓
1	All US/NATO ammo & weapons are lawful; do not alter.	
2	Do NOT take surrender, use enemy uniforms, booby trap personnel or use medical symbols to deceive.	
3	Attack only combat targets, using only mission essential firepower, avoiding needless destruction and unnecessary suffering.	
4	Non-combat targets include the following: those surrendering, captives, the sick, the wounded; medical personnel, medical vehicles and medical	

20 20-1 20

PRINCIPLES OF THE LAW OF WAR		
STEP	PRINCIPLE	✓
	buildings; undefended civilian buildings and monuments.	
5	Provide for the humane treatment and protection of all captives & non-combatants.	
6	Disposition of property: tag and turn in captured or abandoned military property; safeguard valuable abandoned private property; do not loot.	
7	Adherence to the Law of War supports tactical and strategic mission goals. Identify and report all violations.	

20 20-2 20

SPOT REPORT/SALUTE	
LINE	ITEM
1	Size
2	Activity
3	Location
4	Unit/Uniform
5	Time observed
6	Equipment

21 21-1 21

CONVERSION TABLE: US TO METRIC TO US				
EXAMPLE: Multiply inches by 2.54 to get centimeters; multiply centimeters by 0.394 to get inches.				
MULT	X	=	X	=
IN	2.54	CM	0.394	IN
FT	0.305	M	3.280	FT
YDS	0.914	M	1.094	YDS
MI	1.609	KM	0.621	MI
QTS	0.946	LTR	1.057	QTS
GAL	3.785	LTR	0.264	GAL
OZ	28.349	GM3	0.035	OZ
LBS	0.454	KG	2.205	LBS
MPG	0.245	KM/LTR	2.354	MPG
MPH	1.609	KM/HR	0.621	MPH
Fahrenheit to Celsius = (F - 32) x 5/9				
Celsius to Fahrenheit = [C x 9/5] + 32				

21 21-3 21

HANDLING ENEMY PRISONERS OF WAR		
ITEM	ACTION	✓
	Use the 5 "Ss"	
1	SEARCH - remove, tag & mark weapons, documents; return personal items, helmet, NBC gear	
2	SEGREGATE - by rank, sex, military, civilian	
3	SILENCE - no talking	
4	SPEED - from battle area	
5	SAFEGUARD - to prevent harm or escape	
Notes:		

20 20-3 20

FIND UNKNOWN RANGE USING MIL RELATION "WORM" FORMULA	
NOTE: For MIL Relation Formula, the width or length of the target (W) must be known.	
STEP	ACTION
1	Measure the target width using binoculars' mil scale (gm)
2	Divide target width in meters (W) by mil width (gm) to find range (R)
3	Round R to nearest tenth; multiply by 1000 for range to target
4	Remember $R = \frac{W}{gm}$

21 21-2 21

CONVERTING AZIMUTHS - GRID TO MAGNETIC/MAGNETIC TO GRID	
STEP	ACTION
1	GRID TO MAGNETIC: (map to compass) for easterly G-M angle subtract G-M angle from grid azimuth; for westerly G-M angle add G-M angle to grid azimuth
2	MAGNETIC TO GRID: (compass to map) for easterly G-M angle add G-M angle to compass azimuth for westerly G-M angle subtract G-M angle from compass azimuth
NOTE: On G-M angle diagrams, if conversion direction is to the Left, ADD; if conversion is to the Right, SUBTRACT. LARS - left add right subtract	

21 21-4 21

REDUCE RISK OF FRATRICIDE	
ITEM	PRIMARY FACTORS
1	Mission and C2 High vehicle or wpns density Cdr's intent is unclear or complex Poor flank coordination Crosstalk lacking No habitual relationships
2	Enemy Weak intelligence or recon Intermingled with friendly
3	Terrain  Obscuration or poor visibility Extreme engagement ranges Navigation difficulty Absence of recognizable features

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21-5

21

RISK MANAGEMENT	
Risk Management is a process that assists decision-makers in reducing or offsetting risk and making decisions that weigh risks against mission benefits.	
1	Risk Management is integrated into the military decision-making process (MDMP).
2	Key definitions:
	Risk - A possible loss or negative mission impact stated in terms of probability and severity
	Threat - Any source of danger to the force- enemy, condition, source, or circumstance with a potential to negatively impact mission accomplishment or degrade mission capability.
	Probability - Estimate of the likelihood that a threat will impact on a mission
	Severity - Consequence of an event in terms of injury, property damage, or other mission-impairing factor.

21

21-7

21

RISK MANAGEMENT		
4	Probability categories and criteria	
	Frequent (A)	Occurs very often/ continuously during the mission
	Likely (B)	Occurs several times/ at a high rate during the mission
	Occasionally (C)	Occurs some times/ may occur over time/ or may occur during the mission
	Seldom (D)	Remotely possible/ could occur at some time during mission
	Unlikely (E)	Can assume will not occur, but not impossible
NOTE: Match w/severity categories on page 20-11 to complete risk assessment matrix on page 20-15.		

21

21-9

21

REDUCE RISK OF FRATRICIDE	
ITEM	PRIMARY FACTORS
4	Troops & Equipment High weapon lethality Unseasoned leaders or troops Poor fire control SOPs Incomplete rules of engagement Anxiety or confusion Failure to adhere to SOPs
5	Time Soldier and leader fatigue Inadequate rehearsals Short planning time

21

21-6

21

RISK MANAGEMENT	
3	Risk severity categories:
I	Catastrophic - Cannot accomplish mission or failure; loss of major/mission critical system/equipment; deaths; major property/environmental damage; and unacceptable collateral damage.
II	Critical - Significant degraded mission capability; permanent disability; extensive damage to equipment/systems; significant damage to property/environment; major collateral damage.
III	Marginal-Degraded mission capability; injury/illness to personnel; and minor damage to equipment/ systems, property, or environment.
IV	Negligible - Little or no mission impact; minor injuries; slight system/equipment damage, but functional; & little or no property or environmental damage.
NOTE: Match w/probability categories on pg. 20-12 to complete matrix on pg. 20-15.	

21

21-8

21

RISK MANAGEMENT STEPS	
1	Identify Threats - potential sources of danger. Consider all aspects of METT-TC: -length & nature (complexity, danger) of operations -factors of supervision (command & control, day/night/visibility) -soldier experience levels, training status & condition -environment/weather (terrain, heat, cold, haze, dust, mud, fog, rain, snow, ice) -age & maintenance status of equipment -leader rest status & mission prep time
2	Assess Threat - determine cumulative effect on mission/objective considering probability of causing problems and severity of consequences; qualify risk as extremely high, high, moderate or low

21

21-10

21







ACRONYMS	
C	
CA3	Close air support
CCO	Close combat optio
CGy	Centigray
COA	Course of action
coax	Coaxial machinegun
COMSEC	Communications security
CONOPS	Continuous operations
CP	Command post
CQC	Close quarter combat
CS	Combat support
CS3	Combat service support
CVC	Combat vehicle crewman
D-E	
Dir	Director
Dis	Distance
DTG	Date-Time-Group
DZ	Drop zone
EA	Engagement area
EENT	End of evening nautical twilight
EMP	Electromagnetic pulse
EN	Enemy
EPW	Enemy prisoner of war
EZ	Extraction zone

22-2

ACRONYMS	
M	
MEDEVAC	Medical evacuation
MEL	Maximum engagement line
METL	Mission essential task list
METT-TC	Mission, enemy, troops, terrain, time, and civilian considerations
MLRS	Multiple launch rocket system
mm	millimeter
MOPP	Mission oriented protection posture
MORTREP	Mortar report
N	
NBC	Nuclear, biological, chemical
NOD(s)	Night observation device(s)
NVG	Night Vision Goggles
O	
OAKOC	Observation fields of fire, avenues of approach, key terrain, obstacles and movement, and cover and concealment
OBJ	Objective
OJT	On the job training

22-4

ACRONYMS	
T	
TOW	Tube-launched, optically-tracked, wire-guided
TRP	Target reference point
U-Z	
WIA	Wounded in action
WP	White phosphorus
WPN	Weapon
WRP	Weapons reference point

22-6

ACRONYMS	
F-G-H	
FEBA	Forward edge of battle area
FFAR	Folding fin aerial rocket
FPF	Final protective fires
FPL	Final protective lines
FR	Friendly forces
FRAGO	Fragmentary order
F3O	Fire support officer
G-M	Grid-Magnetic
HE	High explosive
I-J-K-L	
ID	Identification
KIA	Killed in action
km	Kilometer
LADW	Local air defense warning
LD	Line of departure
log	Logistics
LZ	Landing zone
M	
m	Meter(s)
MI	MII
MMMA1	Abramstank
MDMP	Military decision-making process

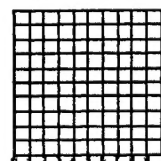
22-3

ACRONYMS	
O-P	
OP	Observation post
OPORD	Operation order
ORP	Objective rally point
PB	Patrol base
PIR	Priority intelligence requirements
PMCS	Preventive maintenance checks and services
PZ	Pickup zone
PZCO	Pickup zone control officer
R	
RAP	Rocket assisted projectile
ROE	Rules of engagement
RP	Release point/rally point/reference point
R&S	Reconnaissance and surveillance
S	
SHREP	Shell report
SOI	Signal operation instructions
SP	Start point
STAND	Surveillance, target acquisition and night observation

22-5

## COMBAT LEADERS' GUIDE

1/25,000 OR 1/250,000



1/50,000



READ RIGHT → THEN UP ↑

# CALL FOR FIRE CARD

1. NAME OF COMMANDER  
 2. NAME OF VESSEL  
 3. NAME OF CREW  
 4. NAME OF OFFICER  
 5. NAME OF ENGINEER  
 6. NAME OF BOILER  
 7. NAME OF FUEL  
 8. NAME OF SHIFT (GRID)  
 9. NAME OF LOCATION (POLAR) OR DR  
 10. NAME OF SHIFT (DR)  
 11. NAME OF LOCATION (DR)  
 12. NAME OF SHIFT (GRID)  
 13. NAME OF DESCRIPTION  
 14. NAME OF METHOD OF ENGAGEMENT  
 15. NAME OF METHOD OF CONTROL  
 16. DO NOT SAY WORDS IN PARENTHESES